JULY 1961

Administrative Management

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What's happened to the office manager?—an AM survey report . . p. 11
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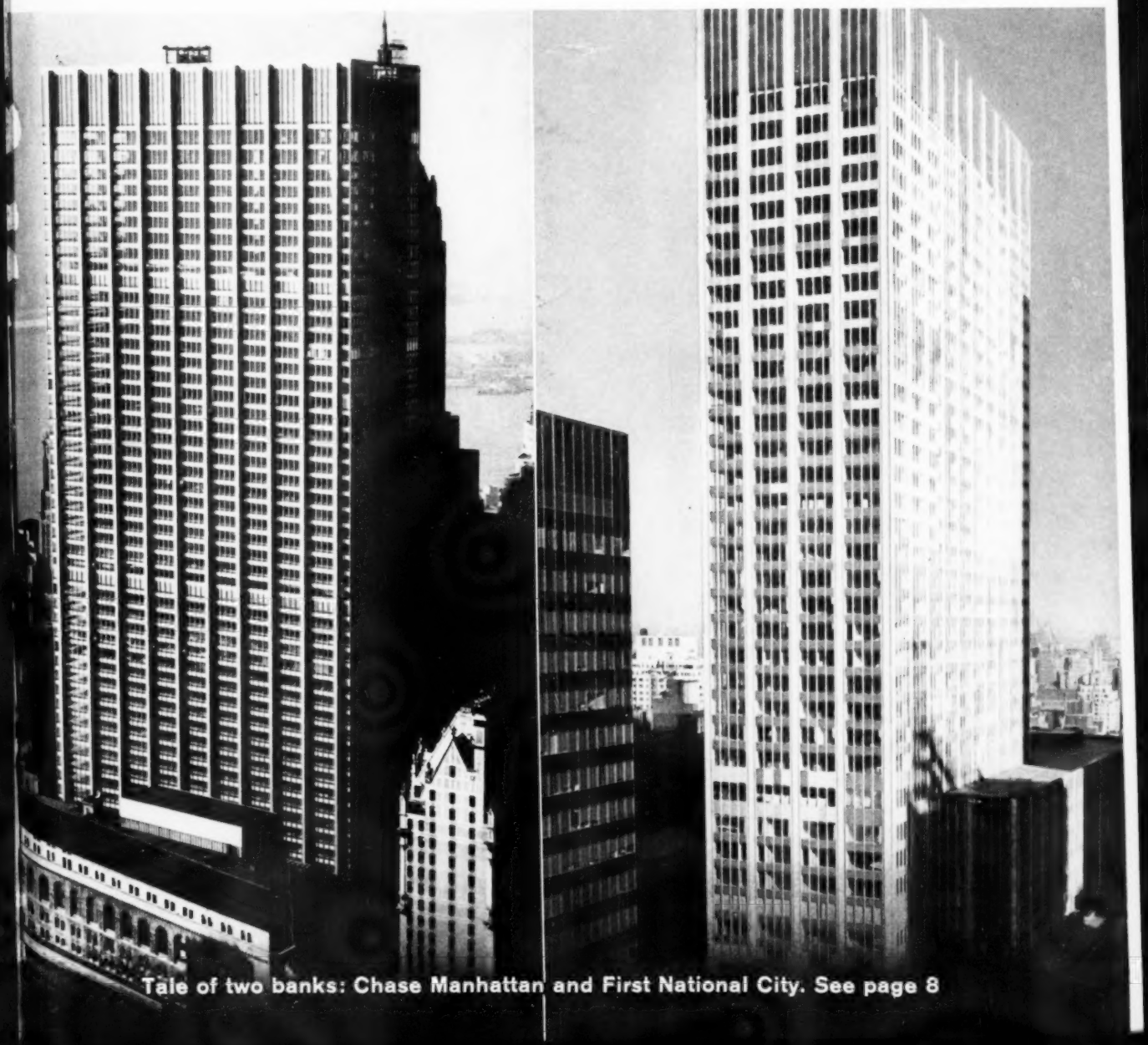

Tale of two banks: Chase Manhattan and First National City. See page 8

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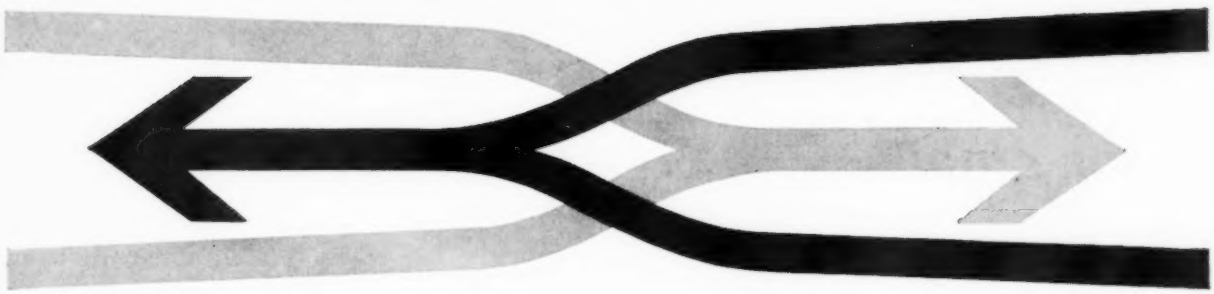

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Once upon a time there were two huge banks in New York's financial district. Now one of them is uptown on sparkling Park Avenue; the other has a new building downtown. For the story behind these banks' new buildings, see "Tale of two banks," page 8.

July, 1961

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AMemo

Short thoughts on big and little topics in management's domain

Slow reading wastes business time

The average American reads only as fast as an eighth grader, that is, less than 200 words per minute. For the businessman, this is hopelessly inadequate. As a solution to this problem, many large corporations are offering their employes (executives and white collar workers) courses in improving their reading speed. Employees are being taught to read word groups instead of one word at a time, and to anticipate what's to come in the next word grouping, the next sentence, and the next paragraph. Most important, they're being taught to recognize what needs careful reading and what can be skimmed over to save valuable time.

Businessmen who read less than 500 words per minute under ordinary circumstances are advised to investigate a rapid reading course as soon as possible!

Run-down on pilferage

According to a recent survey on employee thefts, by the Dartnell Corp., office stealing is on the upswing. Reasons: A general lowering of moral standards, poor inventory control, more employees with a corresponding increase in thefts. Suggested cures: They range all the way from periodic lie-detector tests to an employer who actually gives his employees office supplies for their own use. He feels there is less stealing if the employee knows he can get materials legitimately (within reason). The most frequent solution offered was tighter inventory controls.

Asked what they'd do if they caught an employee in the act, 18 per cent said they'd fire him in the spot; 13 per cent weren't sure what they'd do; 17 per cent said they'd give the employee a second chance, fire him if caught again. The rest said they'd deal with the situation as it came up, depending on the loss involved.

Paperwork survey

According to a survey conducted by the Charles Bruning Co., Inc., manufacturer of duplicating equipment, paperwork is one of the most persistent causes of rising administration costs. The survey queried 500 of the top U. S. concerns and more than half viewed systems and procedures as the principle trouble maker. Data processing was thought to be a major sore spot by 46.1 per cent of the respondents; inefficient use of clerical help by 41.2 per cent; record maintenance by 12.6 per cent; and the misuse of office equipment by 3.8 per cent.

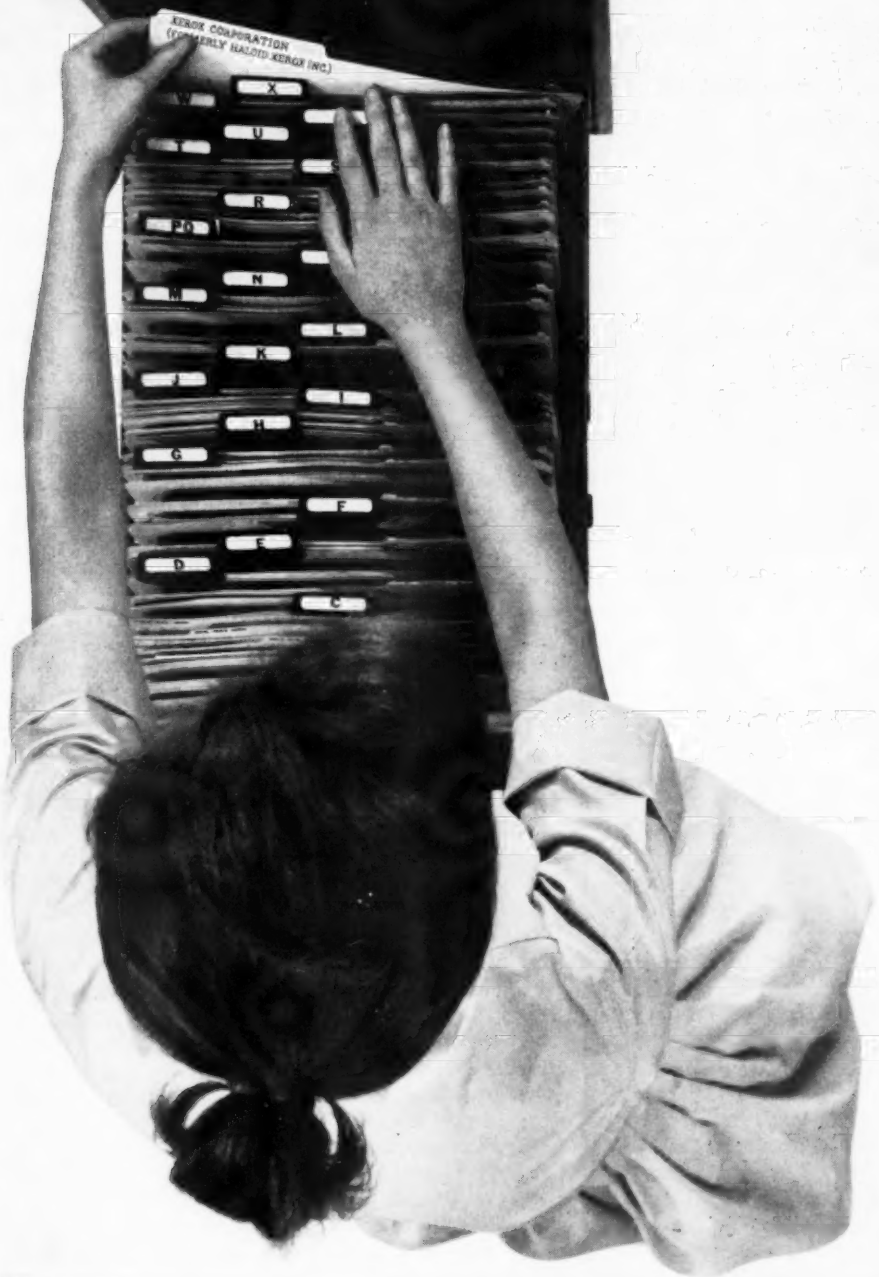
None of the respondents was completely satisfied with the way his company handled paperwork and less than 10 per cent were even reasonably satisfied.

Two-way video-intercom

A combination TV-intercom system allowing parties to talk to and view each other has recently been introduced by Motorola Inc. Called the "Visicom," the system consists of two identical units, each of which is a combined TV monitor-TV camera-intercom. The desk-size units may be placed as far as 150 feet apart, and they plug into standard a.c. outlets.

Motorola does not plan to go into production with the Visicom—at least not for the present. When they do, the price will be about $500 for a two-way system.

now X marks our spot



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With the Editors

TALE OF TWO BANKS

New York, New York, it's a wonderful town;
First City is up and the Chase is down.

This taking liberties with the lyrics from Mr. Bernstein's "On the Town" dramatizes the changes wrought in the New York banking community this spring.

Chase Manhattan, which has been downtown since before it was a bank, moved into its new 60-story "tower" amid much hoopla. (The organization began in 1799 as the Manhattan Company to supply water to New Yorkers; it set up the Bank of the Manhattan Company that year to handle its financial interests, and the bank grew to be one of the nation's largest by 1955, when it was merged with the Chase National Bank). Ads saturated the mass media to herald the goings-on at 1 Chase Manhattan Plaza. Readers and listeners were kept constantly informed about their new friend downtown.

First National City Bank, meanwhile, quietly slipped uptown to a resplendent 41-story structure at 399 Park Ave. The nation's third largest bank ($7.6 billion in assets at the end of last year and close behind No. 2 Chase Manhattan, with $8.1 billion, but well behind California's $10.8 billion Bank of America) had no desire to advertise the fact it was moving part of its operations away from the traditional stronghold at 55 Wall St. When pressed, officials staunchly maintained that the uptown location was only part of the bank's "dual headquarters" and that there would be no curtailment of service to its Wall Street customers.

The story of the competition between these two banking giants to construct the biggest and fanciest bank in town reads like the Macy's-Gimbel's rivalry. Both buildings were begun in 1957, both were held up by construction workers' strikes, and both were finished and completely occupied in May.

Chase Manhattan won the race into space with a building 813 feet high to FNCB's 515 feet. The new downtown bank is the world's sixth tallest building and leads its uptown rival in total floor space 2,250,000 square feet to 1,250,000 square feet. However, Citibank occupies all its 41 stories, while the Chase uses only 34.

Chase Manhattan glibly announced that the new building cost $120 million. Citibank is officially silent on that matter. More than 6,000 office workers will be housed in First City's structure as compared to 15,000 (tenants and bank employees) in the Chase.

First National City has moved into a neighborhood that could well be called "Corporate Headquarters, U.S.A." Among its neighbors are the spectacular skyscraper homes of Seagram, Lever Bros., Union Carbide, and, soon, Pan American Airways. It is in this fast-paced uptown area that many of the nation's top corporations conduct their business. And Citibank is next door to serve them.

By remaining downtown, Chase Manhattan has become part of a massive urban redevelopment program of New York's financial district. Since 1951, 21 major commercial buildings have been erected in that area. The one-square-mile financial district already contains more office space than any other city in the world except New York City as a whole. Current plans call for the construction of a world trade center there under the auspices of the Port of New York Authority.

This "tale of two banks" illustrates another point. Wall Street no longer dominates American business as completely as it did only a generation ago. This is shown by FNCB's decision to move some of its top-level operations away from "the Street." But Wall Street hasn't completely passed out of the picture, either. Both banks are proving that.—John Rhea, *managing editor*

"...what a pleasure it is to open one of your boxes"

writes Mrs. Flora Moccia, Ecorse, Michigan, in an unsolicited letter

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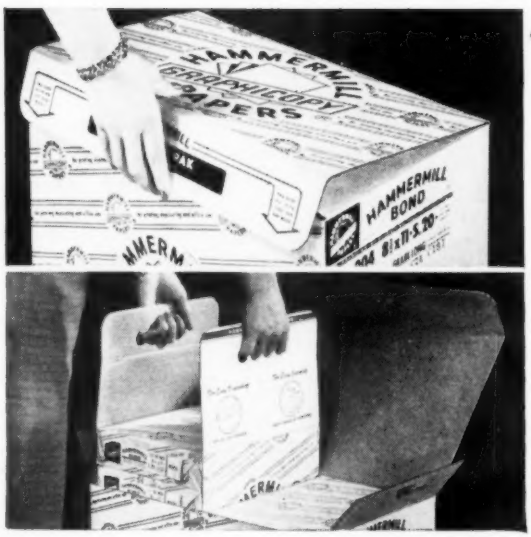
Mrs. Flora Moccia



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LETTERS TO AM

Your letters are invited. Address them to Letters Editor, Administrative Management, 212 Fifth Ave., New York. Letters must be signed, but names will be withheld on request.

Dear Sir:

Once again, you have jumped upon the government in what I regard as an unfair and misleading editorial, "Some Minor Discrepancies," (*May AM, page 9*).

And once again, I venture to suggest that my colleagues in the government service, who perform bookkeeping, statistical, and accounting services, are the match of those in private industry. We, too, have to balance, or the Grand Jury will know why.

You report, with apparent approval, those "financiers" (persons in the private sector) who place the major portion of the blame upon "speculative traders" (other persons in the private sector). These persons seem to agree that it is possible to evade governmental controls, and the latter group seems to be doing just that. So why blame government? Because government is unable to make everyone do the right thing?

Perhaps you could simply say that the governmental jurisdictions make more errors than any corporation or dozen corporations and point out the discrepancies in both the number of transactions and the dollar volume, not to mention that almost all of the paperwork in industry is done by professionals while a great deal of the government's documentation originates with private citizens who have no training whatever in such matters.

So, please, in the future, refrain from the comparisons which tend to place the public service in disrepute just as, I think, you would want government employees to refrain from generalizing from the example of the small group of electrical executives.

Ben Neufeld
Berkeley, Calif.

[We salute all dedicated bookkeepers and accountants—wherever they are. But we still believe a discrepancy of $1.75 billion, in government or out, rates critical editorial comment. *The editors.*]

WHAT'S HAPPENED TO THE OFFICE MANAGER?

Administrative Management survey shows his status rises as new tools, new techniques come into play

GLORIFIED CLERK
"At one time in our company the office manager was a glorified clerk. Gradually . . . this has changed [and he] assists the division manager. It looks as though this trend will continue."—Office Manager of a Canadian insurance company.

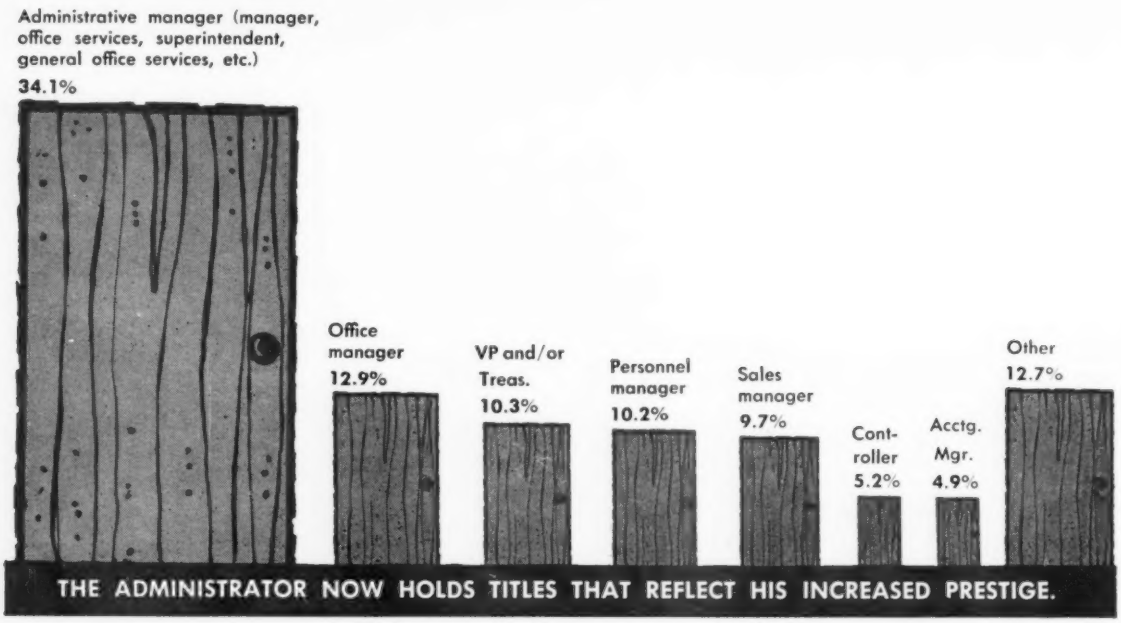
FUNCTIONS WILL BE CONSOLIDATED
"All office functions other than accounting [will] be consolidated under the administrative manager reporting to the division manager."— S. A. Kolp, Treasury Manager, Shell Oil Co., New Orleans.

MANAGEMENT WILL BE PERSONAL
"Administrative management will become more personal, requiring definite training . . . this will result in a closer relationship to top management with the assuming of more responsibility and more voice in policy making." — L. G. Rhodes, Office Services Supervisor, Weyerhaeuser Co., Tacoma, Wash.

NO MORE BACK SEAT
"[The administrator will assume a] more important role in company management and policies with an accompanying increase in prestige. This function will no longer take a back seat to the former glamour divisions — sales and advertising."—Steve D. Kruszynski, Office Manager, Manners Big Boy Restaurants, Cleveland.

TOTAL SYSTEMS CONCEPT
"I anticipate big strides toward installation of the total systems concept, centralized data processing, and a strong trend toward the setting up of the position of administrative vice president." — Manager, Office Services, of an Eastern soft goods manufacturer.

FOR FULL SURVEY REPORT TURN PAGE



Trend is toward job upgrading, greater prestige

By JOHN ALLAN RHEA

THE OFFICE MANAGER has become a strange bird. Depending on your point of view, he is either flapping along behind the whooping crane on the migratory route to extinction, or he is a phoenix rising from the ashes formed when the traditional office equipment was burned to make room for the electronic computer.

To find out just what has happened to the office manager, *Administrative Management* queried almost 200 office managers and other high-level company personnel. All the respondents were delegates to the recent National Office Management Association conference in St. Louis. Some gave their opinions in personal interviews with *AM;* others replied to questionnaires sent to them after the conference.

The results of this informal survey should be gratifying to the administrator who has his sights on increased responsibility within his company. If such a random cross-section can indicate a trend, that trend is definitely toward job upgrading and more prestige. But, first, let the administrators speak for themselves:

"It will be necessary for office administrator to place less importance on equipment and new offices and more importance on handling people . . . we often feel if we buy a girl a new typewriter and sit her in an air conditioned office we can forget all the human relations techniques we have learned over the years." — L. H. Goddard, Personnel Manager, Federated Insurance, Winnipeg, Canada.

"[The administrative function] will take on added importance as top management demands more information on which to base its decisions. Without proper information readily available, many companies will fall to competitive pressures. Coordination of this task will therefore take on a more significant role."—Personnel Manager of a Midwestern electrical parts manufacturer.

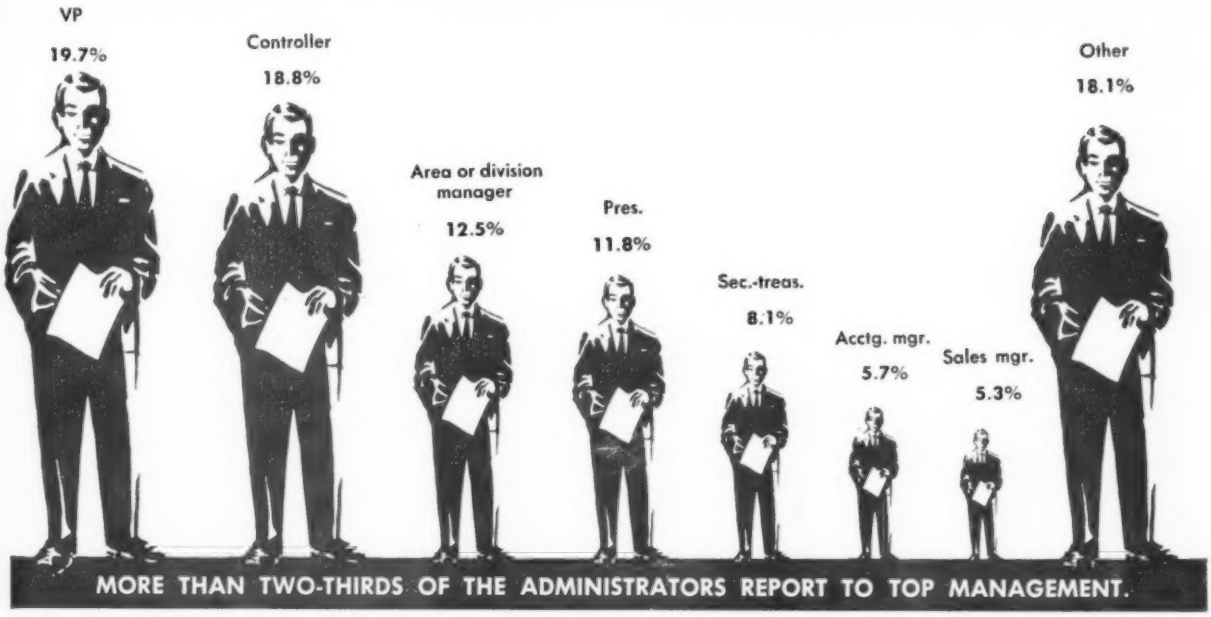
"More executives will become acquainted with EDP in all phases of administrative work. There will be a need for more administrators with company-wide experience rather than by departments."—Superintendent, General Office Services, of a New England public utility.

"[I anticipate] pruning and elimination of non-economical functions and/or data processing equipment, better planning and programming, more value buying of office equipment." — W. J. Kuhn, Supervisor, General Office Services, Kaiser Steel Corp., Oakland, Calif.

"[There will be] more separation of administrative functions to relieve department line managers so they can perform the duties for which they are directly responsible." —Administrative Assistant of a New York public utility.

"Information available for management decisions will be more current and will cover more facets of the business due to the increased number of electronic computers, but the entire concept will swing to management by exception to permit management to fully utilize all of these reports."—Kenneth R. Latta, Staff Assistant to the Treasurer, Firestone Tire and Rubber Co. of Canada, Ltd., Hamilton, Canada.

"Automation and machine accounting [will change] the nature of the work to be managed. . . . Ultimately, [this will mean] management of systems and procedures, rather than management of people." —Lowell M. White, Manager, Serv-



Almost one-fifth of administrators have staffs of over 100

ice Operations, General Electric, Birmingham, Ala.

More than a third of the NOMA respondents have shed the title office manager and now hold such titles as manager, office services; superintendent, general office services; manager, general section; general manager, office services; manager, administrative services; manager, services operation; and others.

The second most common title, that of office manager, accounted for only one-eighth of the respondents. Vice presidents and/or treasurers, and personnel managers each comprised over one-tenth of the titles reported. Other titles included sales manager, accounting manager, controller, systems and procedures, and staff assistants. (See chart, page 12.)

However, titles alone don't give a completely accurate picture of the administrator's responsibilities. More accurate criteria are to whom the administrator reports and how many persons report to him.

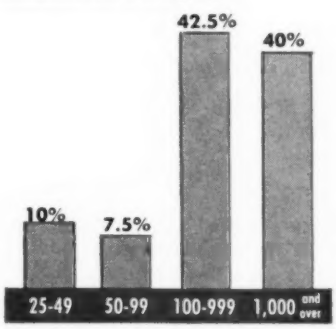
More than two-thirds of the respondents indicated that they report to top management. The two leading categories were vice president (19.7 per cent) and controller (18.8 per cent). Next in line was the area or division manager (12.5 per cent), followed by the president (11.8 per cent), and secretary and/or treasurer (8.1 per cent).

Similarly, the administrators questioned have larger-than-average staffs reporting to them. Although the majority have staffs of fewer than 25 persons, almost one-fifth supervise more than 100 employees. *Administrative Management* found that the numbers of persons who report to respondents are broken down in this manner:

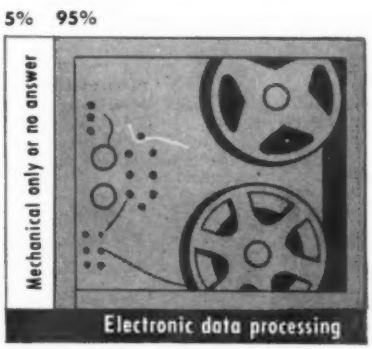
0-24	54%
25-49	11
50-99	16
100 or more	19

But how do administrators themselves view the challenges of their jobs? The respondents' answers may shed some light on this question. W. E. Cannon, manager of the Ontario Hospital Assn., reports that his job is changing by the reduction in clerical workers and the addition of specialists. Edmund Butler, general accounting supervisor at Phelps Dodge, foresees the need for more services, analyses, and reports to top management. The manager of office services at a large Eastern garment manufacturer expects to see even greater emphasis on administrative cost control and management

3. Number of employees in administrator's company:



4. Methods of data processing:



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What's happened to OM?

information. J. Richard Bauman, general manager, office services department (and formerly an office manager), Armstrong Cork, anticipates broader responsibility, more important functions, and a step up in pace. Ben White, office manager of Super Valu Stores, believes that his added responsibility is due to new equipment.

Electronic data processing, according to the respondents, has been a major stimulus to their job upgrading. Ninety-five per cent of their organizations have or are getting some type of electronic data processing equipment. (This includes companies that are well along in their feasibility studies, or are conducting "debugging" or parallel operations along with non-electronic equipment.) Most of these firms also have mechanical data processing devices.

The administrators' companies are, on the average, larger than American firms as a whole. For example, 40 per cent of the respondents work for companies with 1,000 or more employees. Latest U. S. Commerce Department figures show that only one-tenth of 1 per cent of all American companies employ more than 1,000 persons. Another 42.5 per cent of the respondents are with firms of 100 to 999 employees, although only 1 per cent of the nation's companies employ that many people. Does this mean that the reason their companies are progressive is because they are so large? Perhaps, but only 50 years ago such small organizations as General Motors and International Business Machines were progressive, too.

In answer to the original question, the office manager is still with us. But, in a majority of cases, his duties—and his title—have changed. Some office managers are still tenaciously maintaining rigid control over the paper clips and admonishing girls for getting to work late; the others are proving themselves an indispensable adjunct to top management. It is this latter group for whom the business challenges of the Sixties hold great promise.

Mailings made me a Simon Legree

We mail out statements every month – and what a king size headache that used to be. Upset the whole place! I had to raid the steno pool, dragoon bookkeepers into folding and stuffing. The girls didn't like it – or me! Sometimes the customers squawked because they got somebody else's bill.

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It's an enormous work and time saver in mailing statements, bulletins, price lists, cards, stapled sheets, even daily correspondence. Helps avoid overtime, borrowing girls, work interruption, and hiring temporary workers. It makes mailings easier to schedule, and mail.

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Coming Events

Annual Conference of Northwest Computing Association, Vancouver, B. C., July 21, 22.
Sponsor: Northwest Computing Association.
Place: University of British Columbia.

TIMS Eighth Annual International Meeting, Brussels, Belgium, Aug. 23-25.
Sponsors: The Institute of Management Sciences and International Statistical Institute and the Econometric Society.
Place: Palace of Congresses.

ACM Annual Meeting, Los Angeles, Sept. 6-8.
Sponsor: Association for Computing Machinery.
Place: Statler-Hilton Hotel.

International Systems Meeting. Cleveland, Oct. 9-11.
Sponsor: Systems and Procedures Association of America.
Place: Statler and Pick-Carter Hotels.

Eighty-seventh Annual Convention of American Bankers Association, San Francisco, Oct. 15-18.
Sponsor: American Bankers Association.
Place: Civic Auditorium.

NBFA Conference, Miami Beach, Oct. 15-9.
Sponsor: National Business Forms Associates.
Place: Americana Hotel.

Computers Applications Symposium, Chicago, Oct. 24, 25.
Sponsor: Armour Research Foundation.
Place: Morrison Hotel.

NASS 19th Annual Convention, Cincinnati, Oct. 29-31.
Sponsor: National Association of Suggestion Systems.
Place: Netherlands Hilton Hotel.

Twenty-fifth Anniversary Industrial Engineering and Management Clinic, Chicago, Nov. 1-3.
Sponsor: Industrial Management Society.
Place: Pick-Congress Hotel.

CIA Annual International Conference, Chicago, Nov. 5-8.
Sponsor: Controllers Institute of America.
Place: Palmer House.

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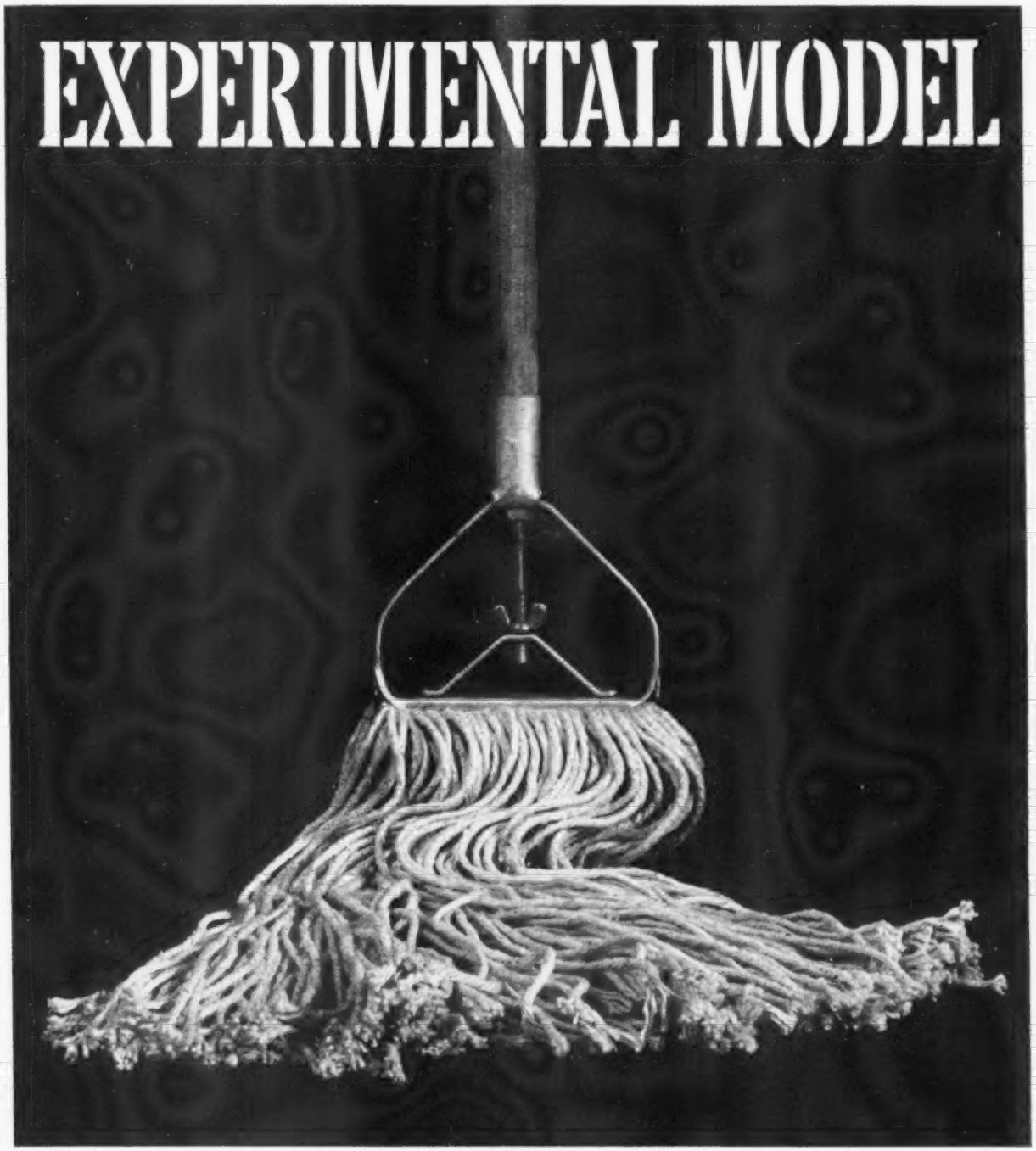

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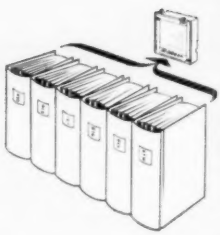

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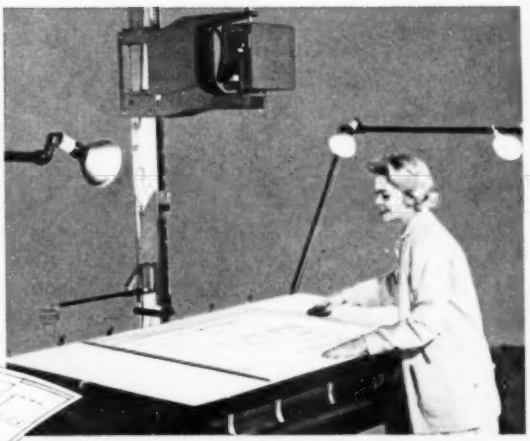

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(Circle No. 34 on Reader Inquiry Card)

LOOK BEFORE YOU LEAP

Plan now for future computer input, output needs

By JULES SLOAT
Management Consultant, New York

ELECTRONIC data processing – EDP to its makers, users, and enthusiastic followers—offers great opportunities of cost reduction to many businesses. Its speed and accuracy can revolutionize the office when they are properly used.

But the other side of the coin is bleak: skyrocketing clerical expenses, duplicated effort, disruption of the entire organization, and general confusion. To avoid these tribulations, any organization that plans to install electronic data processing would do well to make a sound appraisal of its economic needs before plunging ahead. Two principal approaches to this appraisal are available:

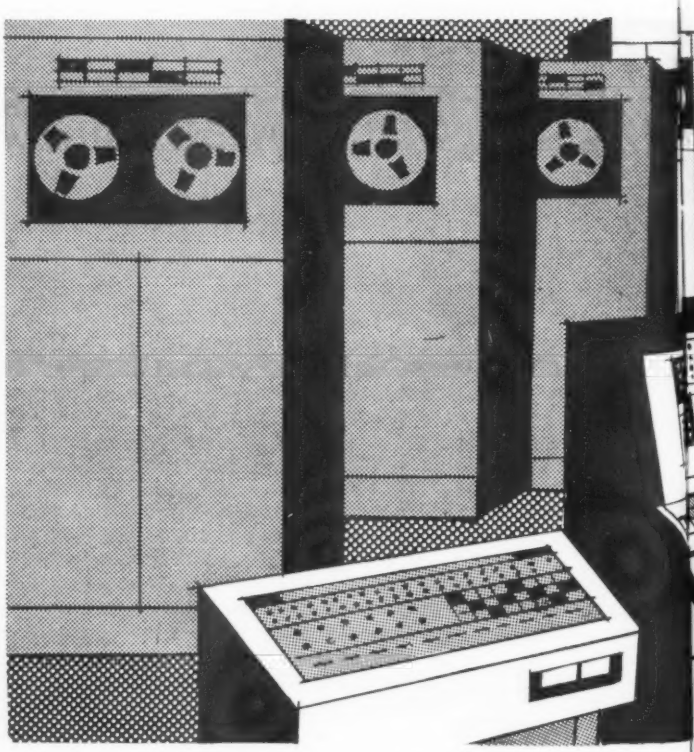
1) Excessive, detailed study of dollar benefits is not necessary. An intelligent, approximate study is accurate enough to indicate whether a savings is in the making. In any economic analysis, some factors always require assumptions and approximations. A detailed analysis that includes fringe benefits and estimates of intangible or projected factors, however, will wind up as a close approximation in the final analysis. The time and cost of an extensive, detailed economic analysis is more expensive and time-consuming and will not be more accurate than an intelligent, well-informed approximation.

2) Comparison of costs should be made between present methods and various alternative solutions (EDP or other methods). The optimum economic solution or compromise is desirable.

Having generalized on the measurement of economic advantages, we reach the point where EDP systems as a tool are analyzed. A system is a synthesis, a complex of ideas and principles. In the business sense, the broad base of a total organizational system is composed of two levels: planning and top policy making management, and operating management. Data processing, electronic or otherwise, is the glue that holds these levels together as a coordinate whole.

Similarly, EDP itself is composed of equipment combinations which act as an integrated whole. The following components or building blocks are part of most EDP equipment.

1) *Transaction recorder* records data in a mechanical state (Flexowriter, adding machine with punch tape, etc.).



2) *Magnetic tape units* record data in a magnetic state. These units have high density of character storage and operate at great speeds. They can be used as auxiliary storage for computers.

3) *The data processing machine* is an electronic device capable of doing all types of calculations at great speeds. It has the ability to retain data in an electronic state (memory) and follow commands which are step-by-step analyses of a specific calculation or process instruction.

4) *High-speed print units* are output devices that print from punched tapes, magnetic tapes, or directly from computer memory.

All EDP installations can be broken down into two types, their common denominator being the basic components described above:

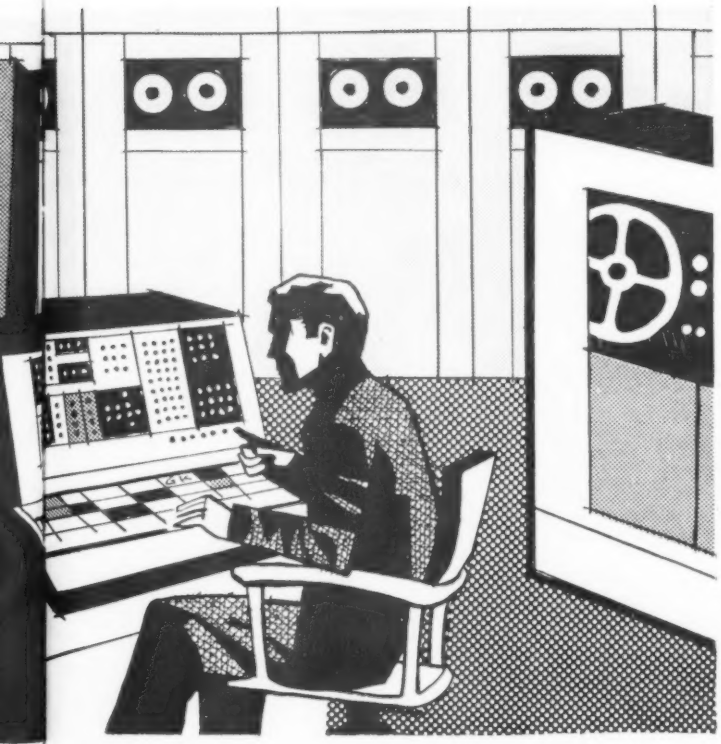
1) Delayed time processing.
2) Real time processing.

The major difference is the time delay involved in handling a transaction from the moment it occurs until it is recorded.

To date, the great majority of EDP systems follow the principle of delayed time processing. Day-to-day transactions occur in random sequence. Raw data must be collected and sorted into a batched and arranged sequence. This grouping of related data is the preparatory step for mass processing.

Because of the limitations of storage facilities within present-day computers, input data cannot be fed directly into the processing machine. From an economical point of view, it would be prohibitive to manufacture a computer that has internal memory to retain all types of data which the computer will be able to process as the transaction is generated.

INTO EDP



The critical point of computer operation is its ability to have sufficient data stored internally and accessible to be processed as instructed by the computer. In many present-day computer applications, auxiliary storage is required in the form of magnetic tapes.

It would be almost correct to state that the magnitude of internal memory is generally directly proportionate to the cost (rental or purchase) of the computer.

However, there are other prime requisites of a data processing system. The input and output elements in the processing of data must be geared with all other components.

Any data processing system must conform to a sound and basic pattern of input data to the processing machine. Flexible characteristics of input are available on existing equipment. The following points must be carefully investigated in order to establish the necessary features of input.

1) Selection of data media to the machine selected, created as a by-product of a necessary operation, or in the form of pre-set information compatible with variable data to be added (pre-punched cards, programmed punched tape, coded edge punched cards);

2) Preparation of input data with a high degree of accuracy; and

3) Provision for detection of errors at point of input.

Input data media fall into the following categories: 1) paper tape, 2) punched cards, 3) magnetic tape and 4) pre-set unit records.

One of the most important requisites of input data is their accuracy. Verification of data is a necessary operation. Several methods have been developed in addition to the usual "second check" by manual methods, where two individuals duplicate the recording operation from the same source document.

One method is to utilize a redundancy checker. This technique uses alternating weights which are multiplied by each character in the data being introduced. The sum of the weighted data would be compared to a check digit which is a predetermined factor of the weighted sum, and is part of the data being introduced.

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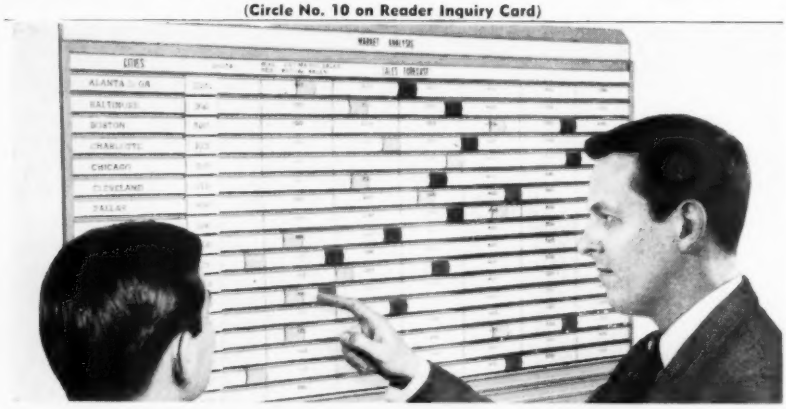

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How to apply EDP

preparation of raw data for any EDP system is a painstaking and laborious task. Most available devices for preparation of input data are based upon manual typing operation. Equipment manufacturers, however, are focusing their development toward more automatic preparation of data by photography, photoelectric readers, and other automatic devices by which manual operation can be limited to entering variable data.

Another area to consider in overall computer evaluation is output equipment. This is the final link in any EDP system. Its speed is the "pace setter" of all EDP components.

Where volume of the data product is appreciable, "off line" printers have been developed to work from magnetic tapes previously processed as output by the computer.

In any method of utilizing output printers, two basic principles should be followed in developing an EDP application:

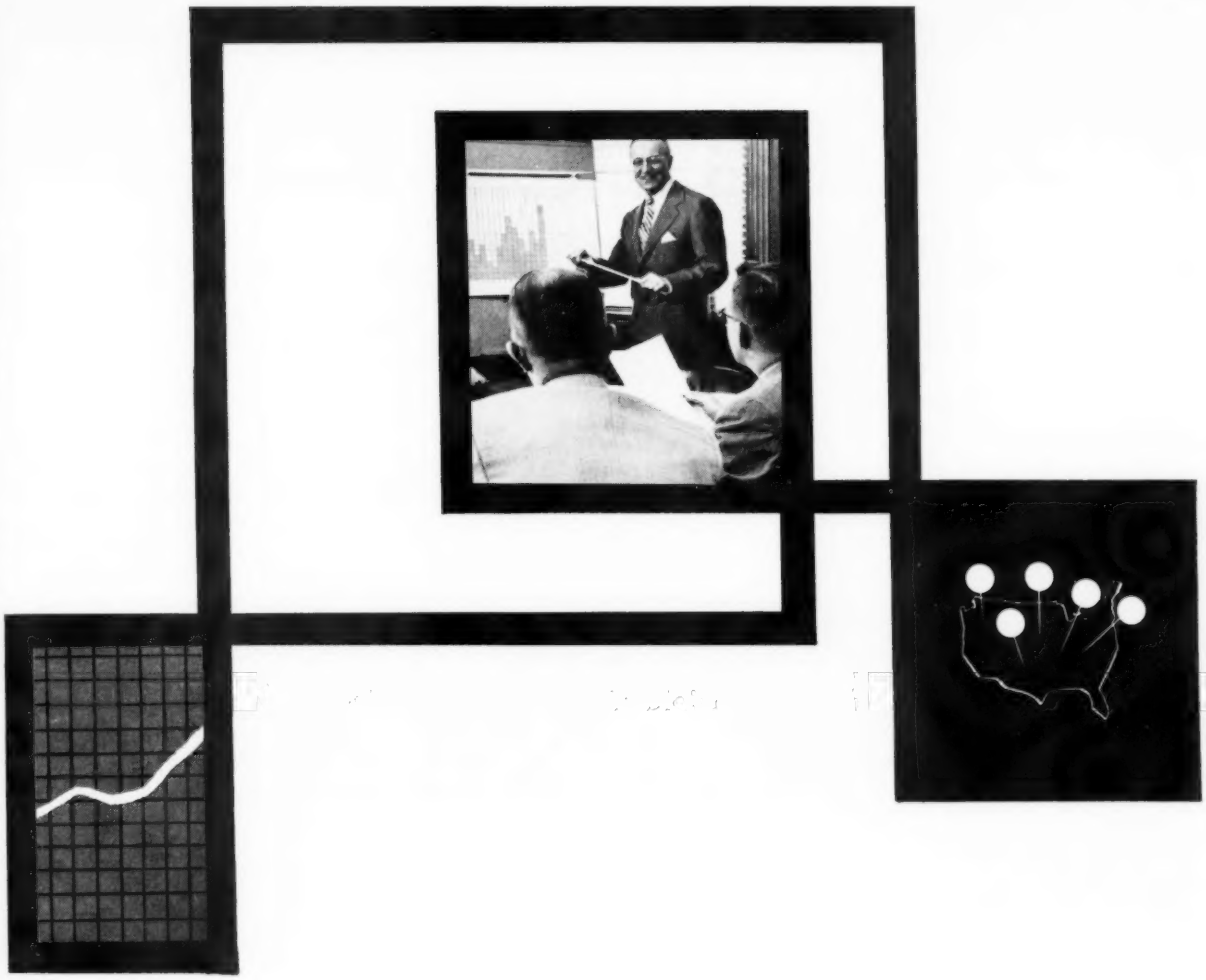
1) Output printers should be adaptable to standard forms utilized by the company. The format of output should be integrated with subsequent use by management for the decisions and control functions.

2) The most effective use of off-line printing must be employed in order to obtain optimum computer utilization and to avoid any "wasted motions" when output printing coincides with computer processing.

In the final analysis, long-range planning is the "realism" necessary to avoid failures. It is important to develop an intermediate program that can span the present to the ultimate goal.

The intermediate program is a time table of changes that are integrated with the objective, and it affects organization structure, personnel, training programs, and the gearing of present systems to planned systems.

By this approach, management has a means of questioning, evaluating, and obtaining a successful application of EDP in the face of a variety of methods and machines in the field.



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NEW CONCEPTS IN PRACTICAL OFFICE AUTOMATION

(Circle No. 36 on Reader Inquiry Card)

HOW TO LEAD WITHOUT DOMINATING

Don't let arrogance reduce you to your own worst enemy

Born in Union, S. C., Professor Brown is an active Illinois health administrator. In addition to other honors he is a Fellow, Royal Society of Health, England.

By RAY E. BROWN

Professor, Graduate School of Business
University of Chicago

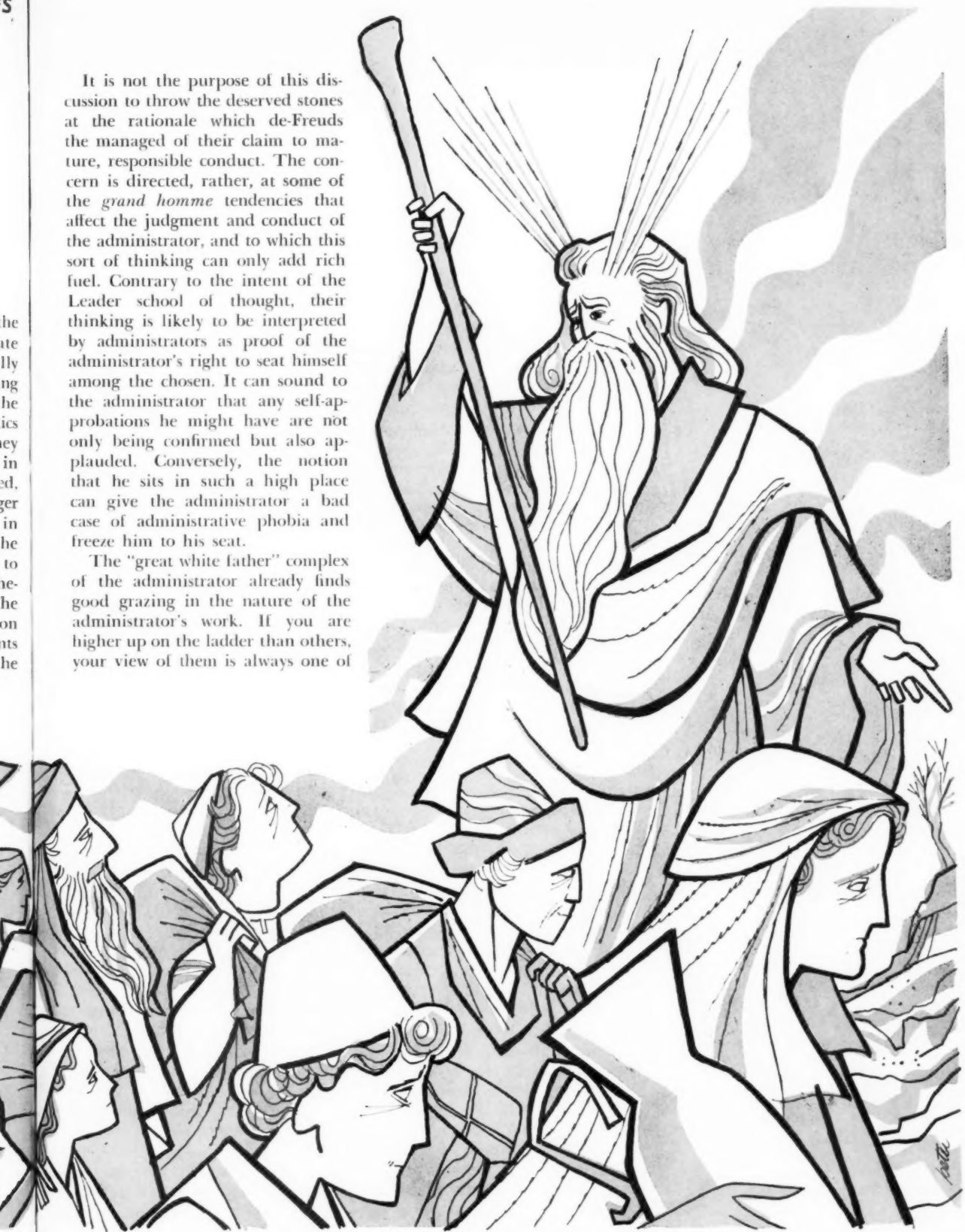
THE LITERATURE of administration has been invaded in recent years by the "Leader" concept. Under this concept the administrator is pictured as a sort of Moses endowed with God-like attributes markedly superior to those of his followers. He supposedly maintains his following by fulfilling the father image to a group of lesser mortals who almost revert to a state of child-like dependency the moment they punch the time-clock.

This classification of the managed as juvenile thumb-suckers is not intended to glorify the administrator nor confirm his self-esteem. To the contrary, the writers who advocate this concept of administration really have as their purpose the uplifting of the place and dignity of the managed. In terms of the semantics by which they communicate, they are saying that the manager is in reality a servant of the managed, and that the success of the manager is a consequence of the manner in which he meets the needs of the managed. It would be difficult to find serious fault with that hypothesis. The fault lies rather in the rationale on which the proposition is based and the danger it represents to the outlook and judgment of the administrator.

Contemporary "Leader" concepts picture the administrator as a sort of Moses endowed

It is not the purpose of this discussion to throw the deserved stones at the rationale which de-Freuds the managed of their claim to mature, responsible conduct. The concern is directed, rather, at some of the *grand homme* tendencies that affect the judgment and conduct of the administrator, and to which this sort of thinking can only add rich fuel. Contrary to the intent of the Leader school of thought, their thinking is likely to be interpreted by administrators as proof of the administrator's right to seat himself among the chosen. It can sound to the administrator that any self-approbations he might have are not only being confirmed but also applauded. Conversely, the notion that he sits in such a high place can give the administrator a bad case of administrative phobia and freeze him to his seat.

The "great white father" complex of the administrator already finds good grazing in the nature of the administrator's work. If you are higher up on the ladder than others, your view of them is always one of



with God-like attributes markedly superior to those of his dependent, child-like followers.

Arrogance impairs the administrator's judgment and employee relationships.

looking down at them. This attitude is encouraged by the fact that the administrator sees his subordinates more often in their weaknesses than in their strengths. When things are going best, and those below are at their strongest, he hears least from and about them. The worse things are going, the more he is likely to be concerned with them and their work.

Their relative inferiority is further demonstrated to the administrator by the obvious answers to the problems they sometimes bring to him. It is hard for the administrator to remember that the answers are easier for him for a number of reasons. In the first place, his level in the hierarchy permits a better perspective — and a wider range of facts — from which to view the problem. In the second place, he is, to an extent, using hindsight since the other person's efforts have neither prevented nor corrected the problem and thus those particular efforts have already been tested for the administrator. The element of second guessing is extended by the fact that the original decision as to whether a problem really exists is often a product of the administrator's own evaluation.

Success can breed pride

Also, problems are brought to the administrator, in many instances, solely for information, or confirmation, and not as insolubles. The other person may know the best answer but feels obligated to check it with the administrator before putting it into use.

The administrator's illusions of superiority are, of course, not always delusions. His judgment must have been proven right most of the time or he likely would not have obtained and held his position. Success can breed an ingrown pride that can easily turn into delusions. It can cause him to forget that much of his success may be due to the circumstances of his position rather than to his personal superiority. Given the same facts and perspective, the chances are good that other individuals would have arrived at about the same answers.

Many problems also have several different but satisfactory solutions. Often, the administrator's solution may not have been completely his own. But it represented a product of those around him, or even of the situation itself. It is a fact that many organizational problems are self-correcting and the answer is inherent in the situation itself. A lag in one part of a process is often corrected by pressure from the other parts of the process. Or, a recalcitrant individual may be forced into line by the reactions and countermoves of his fellows. There is also the fact that many inadequate solutions are never discovered, or are not of sufficient consequence to attract very much attention. Too, a good organization can sometimes tolerate a very weak administrator and for relatively long periods of time. The momentum of the organization will often bridge some important temporary weaknesses.

Often the administrator is the last person to learn of his own poor decisions. He looks more at the whole rather than at its parts, and it is the parts that are usually affected directly by his decisions. Because he is the boss, he will likely not have many open critics of his own work. Also, because it was the boss's idea, people under him will most likely work harder to make the idea work, or tolerate it longer before making an issue over it. He is further insulated from his errors by his distance from the work place where many of his decisions are tested.

This doesn't mean that the administrator can survive a high percentage of failures. It just means that he may not be aware of all the failures he does have and thus may be judging the batting averages of others improperly by his own inflated average. This can become a problem when it is extended to things about which he has little competence and which he assumes ought not to represent a problem to anyone else.

The fact that he has not tasted enough failure can develop serious deficiencies in the attitude of the administrator. Constant success has the unfortunate characterstic of breeding some malignant by-prod-

ucts which can ultimately poison the judgment that fathered the success. Smugness and arrogance can flourish in the warm bed of self-elation that accompanies repeated success. No other antidote against them is as sure and as powerful as the sobering taste of occasional failure. For some of us, occasional failure seems to be the only diet that has any effect on our excess vanity.

If the administrator is right often enough, he can too easily assume that he is always right. Aside from the fact that humility is a becoming virtue, smugness imposes a number of incumbrances upon the administrator. Its quality of self-satisfaction can keep him from being his own best critic. It can neutralize that small dash of anxiety needed to season every decision and action of the administrator.

"Rough-rider" administrator

Smugness also quarantines the sense of restlessness with which effective administrators must be infected in order to overcome organizational complacency and inertia. Perhaps most important, smugness provides an insulation between the administrator and the current of ideas originating around him. Entrenched behind his Maginot Line of self-satisfaction he becomes invulnerable to the ideas and suggestions of those in the front lines who are in live contact with the problems confronting the organization.

Arrogance is a natural hazard to the administrator because it is only a half-step away from self-confidence. A high sense of personal adequacy is an imperative of the administrator if he is to have faith in his own judgment. Many of his decisions are based on little more than his faith. This faith must at times be abiding and deep, since he may be wagering his reputation, and even his job, on his being right. Other members of the organization must also use his faith if they are to believe in his decisions and confidently carry them out. This means he must not only have confidence in himself, but that he must also exhibit it. He cannot expect others to have more confidence in him than he has in himself. The other side of the street is arrogance, however, and the dividing line is needle-thin.

The arrogant administrator impairs both his judgment and his relationships. He increasingly practices a "rough-rider" kind of administration that disregards the ideas and the feelings of those around him. His decisions become arbitrary because he neither looks nor listens before he moves. He ignores the finesse and art of administration because he prefers to ride down the opposition rather than seek to have it ride with him. He is likely to "ride over" rather than go to the bother and effort of trying to put it over. The most pronounced characteristic is the low sensitivity he has to others. Because he doesn't notice the feelings of others, he never learns to sense how they feel. We sometimes say of an administrator that he has a "feel" for situations or individuals. This is an excellent term, but it must be remembered that it is a verb as well as a noun — one must first "feel" of a thing if he is to get a "feel" for it.

One of the most damaging aspects, administratively, of arrogance is the disregard that it demonstrates. Few things can be as insulting to the individual as to be disregarded, and nothing seems to kindle resentment so much as to be ignored. Men will oftentimes accept abuse and unfairness quicker than disregard. It demonstrates the highest form of scorn and contempt when practiced deliberately.

In an organization, the level of regard is perhaps the major criterion by which status is determined. Who checks with whom provides a much more accurate picture of the relative importance of individuals than does the organization chart. It is so important to us that we sometimes oppose very sensible moves solely because we were not consulted. We consider it a cardinal sin organiza-

Rough-riding techniques cause unpredictable reactions in the employee. Nothing seems to kindle resentment more than ignoring an individual effort or personal demonstration.

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Administrator becomes lone-ranger

tionally if someone "goes around" us or "goes over our head." Because we are so sensitive to being slighted, we are liable to see it when it isn't there, or was not intended. For this reason the most considerate of administrators sometimes cannot help hurting the feelings of those around him. With the arrogant administrator hurt feelings are no accident, and he usually leaves a legion of casualties in his wake as he fractures his way through the organization.

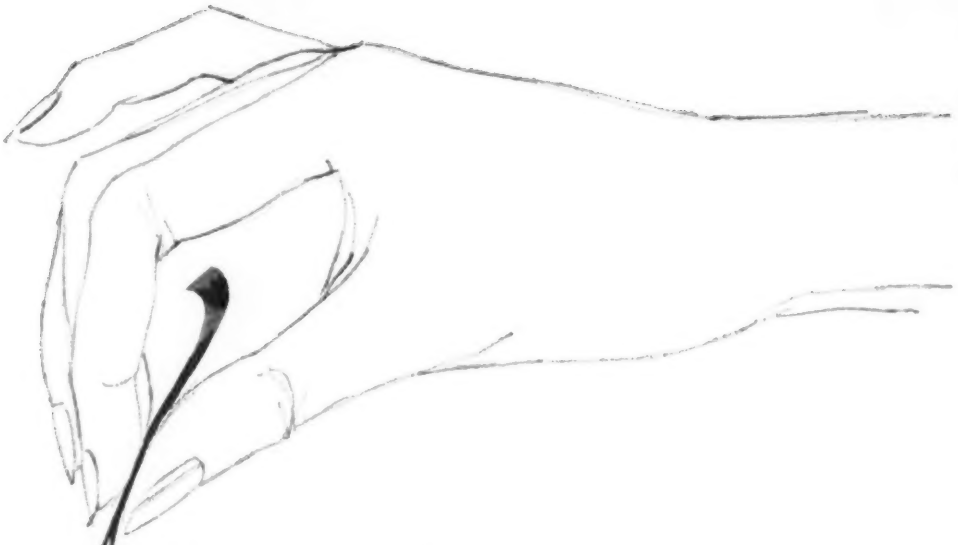
He rides down the strong

One problem of the rough-rider is that he becomes a lone-ranger. Because he does not respect those around him, he cannot have confidence in them. His lack of confidence prevents him from leaning on others and using their support. Other can't help him if they want to. It is unlikely that they will want to help because he will have alienated any loyalties they might have had. It is even more unlikely that they would be competent to give very much support if they did want to do so. He will have ridden down the strong, who could have stood up for him, because they had the nerve and strength to stand up to him. He will have only the passive and compliant left around him, and they will have survived only because they took refuge in the "amen" corner.

Some of the personal traits and characteristics that cause individuals to gravitate into administration and become successful at it can cause the administrator to become a rough-rider, or appear so. The effective administrator is usually aggressive by nature and has a strong tendency to grab the ball and run with it. He is also likely to be highly competitive and look upon each encounter as a test of strength. Because he is action-oriented, he is given to impatience and is tempted to overrun the opposition rather than to outrun it. Since others must be sure as to what he wants done, he has to be decisive. He is ends-oriented and must be determined in his efforts for the ends sought. These are all traits that contribute to the administrator's success. They can be overused and misunderstood, however. They can cause him to become a muscle-man in administration who prefers to whip the opposition rather than whip the problems that caused the opposition.

The natural strengths of the administrator, and the strength of his position, can cause him to play rough without always realizing it. It is easy for him to be tactless under the belief that he is being honest and direct. Minor remarks for the administrator can be major remarks for his subordinates. Most individuals seem to watch more for signs of disrespect than for signs of esteem. For this reason, their self-esteem is usually more easily threatened than reinforced. What the administrator intended as objective evaluation may be interpreted as ridicule by those who are being evaluated. Too often it may border on actually being ridicule. The harried administrator finds it easier to sharpen his tongue rather than his wits. Also, when provoked, he is tempted to cut others down to size. Such cutting may at times be indicated and necessary. He must remember, however, that every administrator stands on the shoulders of those below him and that he cuts his own size when he cuts the size of those who are holding him up.

One does not have to be arrogant to disregard others. Callousness can produce the same result. A thick skin can make one as insensitive as a big head, and the administrator is peculiarly susceptible to both. A certain amount of callousness is necessary if he is to perform adequately. This is an essential part of his administrative maturity. We often speak of "mature judgment" and "seasoned judgment." This seasoning means the administrator has learned not to panic under fire and not to get buck fever when things get tight or nasty. He learns to live with the fact that he cannot please everyone and that he cannot solve all the problems. He discovers that old ideas are quite often resurrected by newcomers who do not recognize the toothmarks from previous chew-



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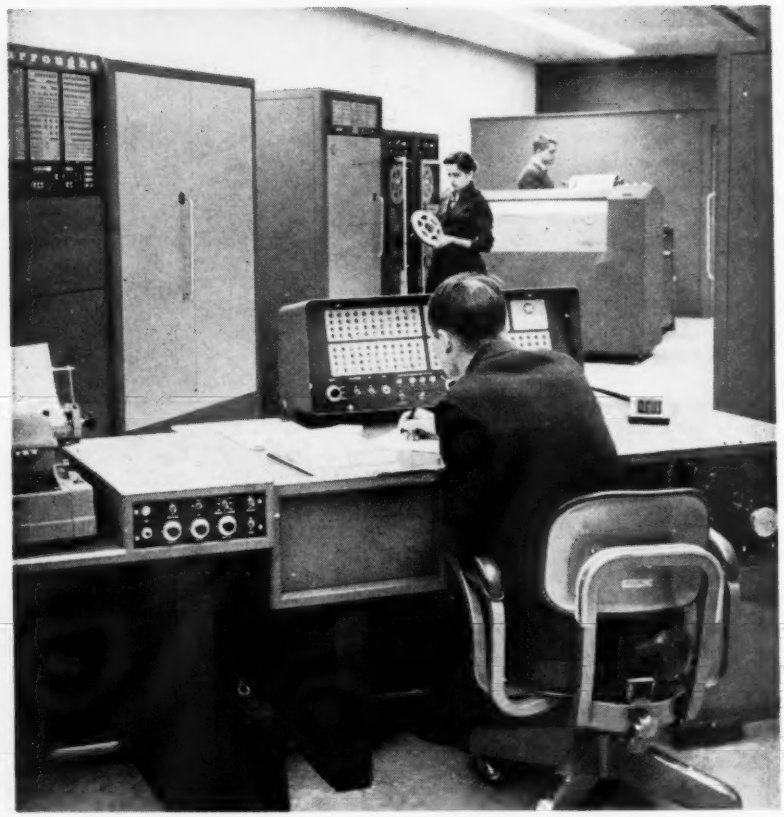

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Administrator not naive

ings that he and others gave the idea before it was discarded.

He no longer drags out the big artillery everytime someone cries "wolf" to him. He absorbs sufficient administrative geometry to recognize that there are at least two sides to every story. He amasses enough folklore about the people in the organization to know how much salt to take with whose tale. He finds that the law of relativity also applies in administration and that the closer a person is to a problem the bigger it appears, and also that the fresher a problem is, the more difficult it seems.

Along with the psychological scar-tissue that the administrator develops, there comes an attitude of skepticism toward what he sees and hears. To an extent this is a necessary attitude if he is to take the second look that guards him against impulsive action. It is a sign that he has become administratively sophisticated and has parted with the administrative naivety that marks the adolescent in administration. When properly controlled, it is a healthy trait and can prevent the administrator from going off half-cocked. However, if it is not properly controlled and carefully utilized, it can become insulting to those around the administrator.

Although they may sometimes add up to the same thing, there is a difference between seeking the whole story and seeking the hole in a story. This is demonstrated in the way one goes about finding the facts. The individual bringing the story cannot object to a full discussion of the matter under tactful questioning. He would have reason to feel good over it because it would demonstrate interest on the part of the administrator. The picture is entirely different however, if the administrator goes around, or behind, the individual to check on him. To the individual concerned, and to the organization, it is the difference between asking and spying. The effective administrator inevitably becomes a Doubting Thomas, but he must focus his doubts on the facts, and their meaning, rather than on individuals.

(*To be continued*)

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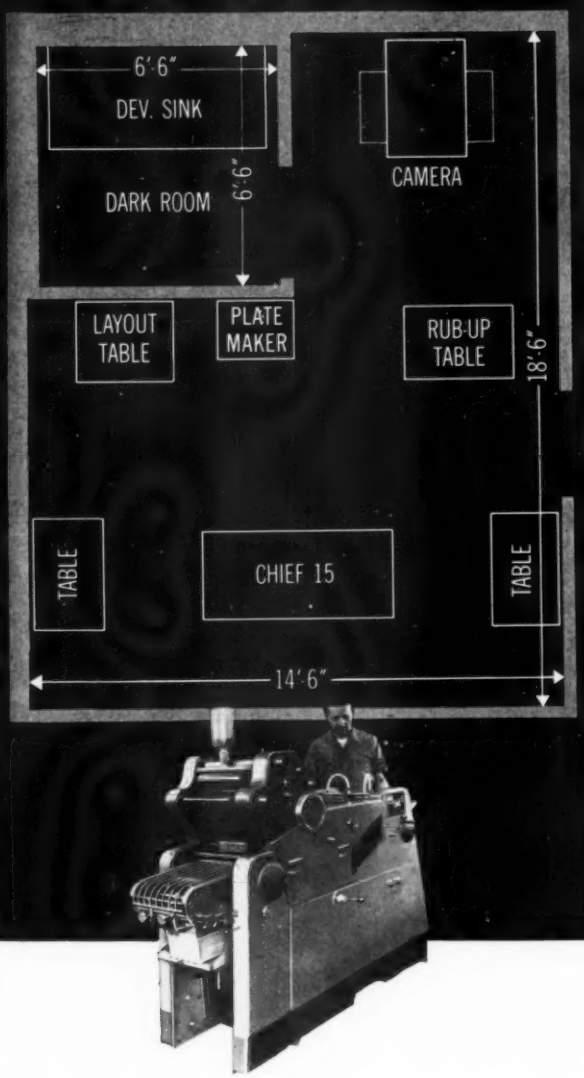

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A yes-man is a weakling, a profit drain. He creates work for the do-it-all, whirlwind executive.

YES-MEN— WHAT A WASTE!

Good management demands creativity, not submissiveness

BY CLARENCE G. SCHOLTZ

HOW MUCH unnecessary expense is incurred, how many mistakes made with resulting losses, all because an executive or administrator surrounds himself with "yes-men"?

Executives who get angry if a subordinate shows any inclination to have different thoughts from his own cannot help but end up with a group of individuals who are accomplishing nothing except collecting their salaries. An executive who cannot stand associates and subordinates having a different opinion on practically any subject, even when the opinions are asked for, should not be allowed to hold a top management position. Yet many of these men do hold responsible positions and do surround themselves with weaklings, because that is actually what yes-men are.

The result of such a situation is that any executive, regardless of the size of his department or office or organization, finds his desk littered with problems requiring his decision and his decision only because everyone else is afraid to make a decision. Eventually he ends up working himself to death and making more mistakes than necessary.

What good is a $5,000-a-year assistant if that assistant is afraid to express an opinion? If every time he answers a question he ends up with an argument with his boss, he finally gives up and just agrees. That's $5,000 a year thrown away. Multiply that in some instances by three, four, and five assistants, and the cost becomes a sizeable profit drain.

The wise administrator realizes that he cannot possibly know all the answers. He surrounds himself with the same $5,000-a-year assistants, but he then permits his assistants to expound their own theories.

If they disagree with those of the boss, the boss takes time to think them over. He knows that his assistants cannot always be wrong, and a great many times they are absolutely right; they bring fresh ideas to the consideration of a problem which the boss, with the multitude of problems hanging over his head, just didn't have time to consider. The result is a better decision than he could have made alone. This does not detract from his importance or his value to his company.

I faced this problem once when I headed a department and one of my functions was to think up new ideas on methods, procedures, and expenses. Although I had many ideas, I was aware that they didn't cover the entire field. So I actually had two choices: I could either run the department, make all the decisions myself, and think up all the ideas, or I could try to find some assistants who had a better education than I had and knew more about many things.

Other department heads warned me that if I got assistants that knew too much I'd soon find myself working for them instead of their working for me. That philosophy is exactly what has filled business with so many yes-men. Their chiefs didn't want competition from those under them. I chose the latter method and got two fine—and valuable assistants.

What was the result? If I came up with an idea before submitting it to top management I would simply let these men pull it apart. In many instances, they really pulled it apart. But the final result was that fundamentally my original idea was still in existence. It had been improved, smoothed, added to, subtracted from, and otherwise altered so it was a far better idea than it would have been had I gone on my own.

Diplomacy, not brain power

In most cases the idea was adopted and the company benefitted because they had the combined thinking of three people instead of just one. I extended the theory down the line into the ranks. Any employee in that department could come into my office, point out an error, suggest changes, file objections. They were listened to, their opinions were carefully considered, and, in a great many instances, the suggestions were adopted. How many more employees would we have had to have on the staff if the assistants had been simply yes-men and the employees afraid to open their mouths?

We have a case of this in another company in a department where the chief was an accountant from the old school. One of the young men who hadn't been with the company too long came up with a suggestion for changing an entire system. He took it in to his chief with an amazing result. The system they were then operating under happened to be one instituted by that chief several years earlier. He was proud of it and he had no intention of having anyone interfere with it. The employee nearly lost his job. He vowed that as long as he was in that company, never again would he make a suggestion. In that instance, how much money was lost to the organization because a young man didn't even get a courteous appraisal of his idea?

Few organizations can afford to have individuals on their payroll who do not have an opportunity to use their brain power. Yes-men use diplomacy, but not brain power. Is it worth having them around?

Executives who fear that assistants are after their job more often prefer yes-men.

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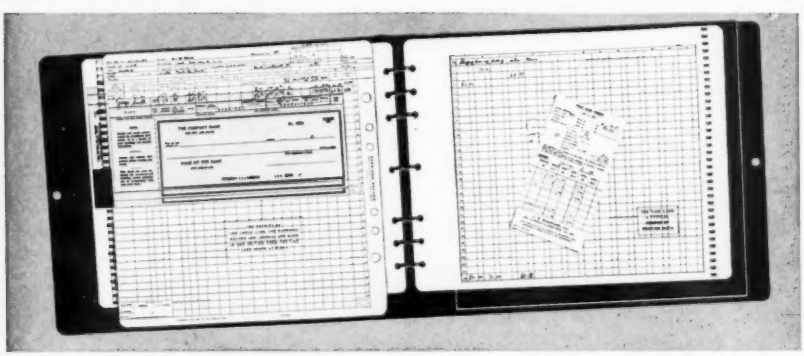

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Office productivity lagging?

HERE ARE 9 WAYS TO STIMULATE WORKERS' OUTPUT

By ERNEST W. FAIR

AS A MANAGER, do you stimulate your personnel to greater efforts? Can you obtain maximum efficiency and productivity from associates, staff personnel, and others whose continued energy is required?

While the routine of the organization must necessarily continue on a day-to-day basis, the operating efficiency of a human is always subject to fluctuation. Consequently, certain stimulants must be part of the administrator's routine to minimize lulls on his staff.

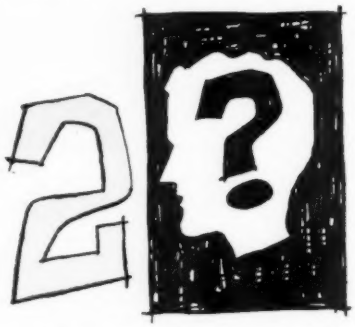
Most of these stimulants are simply applied, but all must be exercised carefully and subtly by the administrator. Not only should they be used every working day, but it is a wise procedure to emphasize those stimulants most needed when occasion for their use arises. The following check-list contains nine such stimulants:

1. Do you stimulate the inborn desire of every individual to build and create at whatever he does? All of us, even the laziest individual, have this valuable asset. We demonstrate it from the time we are

toddlers in the backyard sand pile to the pleasures we receive in the exercise of a hobby.

Much more productive effort ensues in offices where individuals have this stimulation. But only the more ambitious personnel will use it in their work where it has not been exploited by the executive in charge.

Putting more interest in the jobs to be done, showing how they accomplish things, how they build definite ideas or parts of the whole job being done in the company — these are all steps the executive can employ to use this inborn desire to build and create. When one's work has such an appeal, one will do it better, with more imagination and with less error. When it is not present, only routine chores are accomplished.



2. Do you stimulate curiosity? This is a healthy extra effort producer, but direct it along proper channels. Curiosity can be destructive if it is not steered into proper channels by the executive.

Curiosity as to how the job is done, how it can be done better, how the organization operates — all must be stimulated. Then we have another stimulant working successfully within our staff.

Do you stimulate the feeling of ownership?

Every employee has an interest in his company.

3. Do you stimulate the feeling of ownership? This is vitally important in today's business structure. The emphasis on "capital" and "labor" being opposed to each other permeates every branch of business. It is as wrong as many other such demagogic shoutings.

Every employee of every office has a direct interest in the company welfare as well as in the job he is doing. That interest is in a continued pay check for his efforts. Any thing we can do to promote the feeling of ownership on the part of the employee will be to the advantage of all concerned. Pride of possession is an important stimulant to better work. When people on the staff start thinking and talking in terms of "us" and "our company," output increases. When these words are never heard, it is time to make them part of the office environment.

4. Do you stimulate the assurance of fair treatment by setting the example in daily handling of employee problems? Selling the employee or staff associate on the fairness of the organization improves work standards every time.

All of us tend to put forth extra effort for the people we like and count as our friends. We have the same stimulation toward an organization we believe carries the badge of friendliness and fairness. We tend to be lackadaisical toward those whom we believe are disinterested.

5. Do you stimulate the instinct to imitate those we admire? All of us are affected by this factor as is demonstrated by our response to it in advertising.

Whenever the executive notices a marked drop in efficiency of those under him he can be certain little of this admiration exists as far as he is concerned. Then is the time to do something about it — to change his personal and business habits so they again arouse that respect and admiration the staff once felt for him.

If we expect forceful drive from our associates we must demonstrate it ourselves. If we expect cheerfulness and drive all through the day we also must practice these traits. This applies to all desirable working traits we expect from our staff.

6. Do you stimulate the desire to learn? Few people lack this quality, and they have no value to any office staff.

When the desire to learn has been kept alive, the staff not only does a better routine job, but it comes up with those individual suggestions necessary to any executive's success.

"Here's a problem, Henry, wonder if you'd give it some thought." . . . "This is something new coming up, Tom, I wonder if you'd look into it and find out the facts behind it." These are just two of the methods an enterprising executive can use to stimulate employee upgrading.

(Continued on next page)

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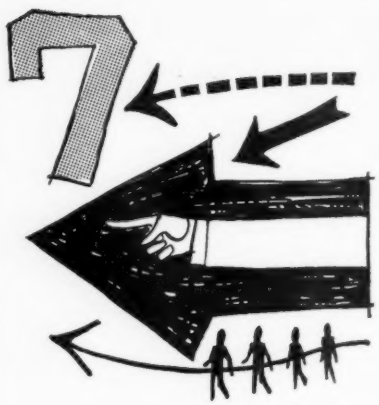


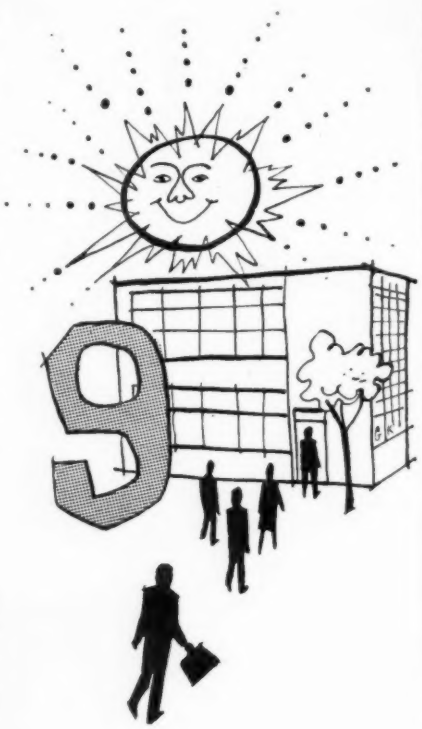
7. Do you stimulate action through the use of force without using it incorrectly? Others welcome forceful leadership. We follow it in every facet of our daily lives, from church to politics. Why, then, shouldn't the executive use it in business also?

Proper use of force is best set forth in those two words – *forceful leadership* – not the exercise of physical pressure or other types of force from one to the other. Try being uncertain, lazy, and lacking in decisiveness yourself and see if the staff doesn't almost immediately follow suit. Exercise forceful leadership in your staff, however, and watch the aggressiveness of your own personnel follow suit in short order.

8. Do you stimulate competition by reward through victory? This does not mean pitting one member of the staff against another, although this procedure can be a last resort to spur into action a staff that has been taking things too easy.

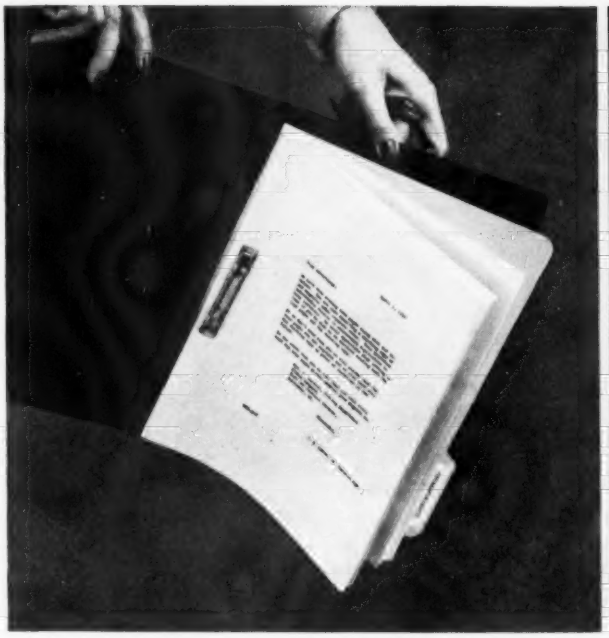
There are all kinds of competition in business – one individual against another, one department against another, our own firm against a competitor. All are useful. The best of all, however, is stimulation of competition against standards, quotas, and the basic pleasure of achieving something worthwhile. All are easy to employ and direct properly in any organization.

Do you stimulate action?



9. Do you stimulate action through improving the working atmosphere? Dreary and miserable surroundings never encourage good effort. Stern and harsh departmental rules seldom accomplish anything other than the creation of an undesirable working atmosphere.

These nine stimulants can be employed by the office administrator who finds work efficiency in his staff declining. They can bring forth the responses he desires.



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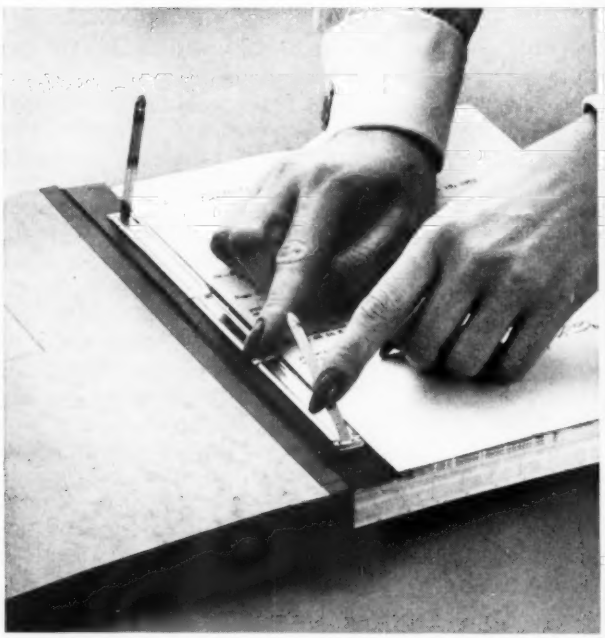

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(Circle No. 1 on Reader Inquiry Card)

FORMS CONTROL WITHOUT FILES

Save time and money with this simple approach

By A. G. MACKEY
Senior Systems Analyst
American Airlines

ARE YOU wasting valuable time and file space with a voluminous forms control file? Before any purists rush to protect their dearly constructed and much revered files against this heretical interloper, let me assure you that I'm not trying to attack any basic concepts of forms control, but rather to scrape the whiskers from a necessary and important office function.

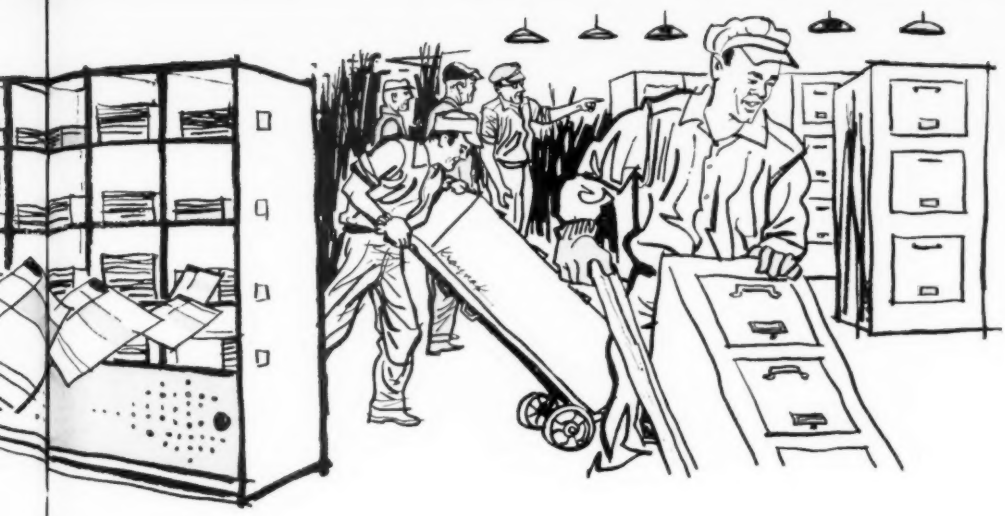
Forms control is usually associated with an office methods group, so it may seem embarrassing for the methods analyst to turn the spotlight on his group and find "work stultification" lurking under his very nose. But it can exist, and work simplification can be applied to forms control. Here's an approach to this traditional function from an unconventional viewpoint.

Let us assume that your forms run the gamut from simple one-copy slips to speciality forms for complex business machines. First, there's the matter of form printing specifications. After you design the form, you may have two printing sources. You may print short-run forms on in-plant offset equipment. If the form is going to be printed by a supplier, you may make up printing specifications for the purchasing buyer (or yourself) to use. But why keep a copy of these specifications after the proof is approved? The form itself contains all the printing specifications. Why don't you put a date and estimated annual usage on the form. No, don't file a copy of the form separately! Whenever you need the data, just look at a copy in your stationery stores and there it is.

How about form number control? Don't you identify forms by organization, budget code number (or some meaningful number), and a suffix sequence number? Why not keep a number register showing the last one assigned? This register is as far as you need to go with a numerical file of forms. Such a file is apparently a nicety which, of itself, served little purpose except to make forms control more pompous and impress the uneducated. If anybody wants to know what a certain form looks like, he can get samples from the stationery storeroom or the sponsor. By using the last active numbers on the register, and totaling them, you can easily count the forms in use by division and department.

The next question is how to control usage and replenishment. Even if you store three categories of forms in your stationery stores — those used by all departments, high-volume forms used by one organization, and speciality forms where lead-time stock protection is required — you can still maintain an effective control. Users draw these forms from stores on a "stationery requisition." The user can put the form cost on the requisition. Each organization can be furnished a stock list of forms that is priced at the time of initial purchase. Annual issues of this list update any significant price changes.

Stationery stores can package a minimum quantity of forms, and when they're down to that quantity, they can release a reorder card to purchasing. Short-run forms produced on offset printing equipment in your own plant can be identified by means of the user's own stock of low-volume forms. Masters (drawn by forms control) can be filed numerically by your duplicating room.



A user can present a duplicating request for his needs, the required quantity can be produced, and the master, returned to file. Whenever a form is revised, forms control should receive notice of the change. Either a new master can be drawn and the duplicating room instructed to destroy the old one, or new layout and specifications could be furnished to purchasing for outside printing.

Forms control should also be notified on obsolete forms. A decision must be made with the sponsor on whether the existing stocks of the form can be used up or should be scrapped on receipt of the new forms. Forms control would then issue instructions accordingly. Here again, no files need be kept. Once the transaction is originated and people notified, the job is done and you don't have any paper to remember it by.

You probably have forgetful people, so every year your stationery stores could prepare a "forms review notice" on all inactive forms. This would be sent to forms control for follow-up with the sponsor and disposition and advice to the storeroom. You could keep a string on the forms review while the deal is in progress without perpetuating a file.

About now some forms control men are saying, "This fellow left out the functional forms file," and they're right, I did. That's another file you don't have to keep. When you're setting up forms control you should match forms by function for elimination or consolidation. But once you've made the initial grand pass, why keep it?

Of course you're going to get new forms and the sponsor doesn't know that another one just like it already exists, but forms control does. Unless you're controlling thousands of forms your form designer knows what he's doing without a file. He has designed and redesigned every form you have until he recognizes a twin as soon as it hits his desk. When he's not sure, occasionally, he can scan the stock list, where a form title gives him the clue to the proper form. The viewers-with-alarm are still ready to pounce as one, asking, "What happens when you get a new man?" You will undoubtedly train him first on what forms exist in stationery and how they're classified by division. Not expecting duplications to arise every day, you can reasonably assume that a new man will become reasonably familiar with the existing forms before some unsuspecting sponsor tries to slip one over on him.

Some forms are dynamic

There's probably still a hard core of die-hards ready to spring one final question which they believe will be the *coup de grace:* "How can you analyze your forms without a file?"

The solution is to print the annual usage right on the forms. If you draw an arbitrary line at 5,000 annual copy use, you can have stationery stores produce a list of all the forms of over 5,000-copy use. Working down from the highest volume form, you can then schedule form analysis and trace each step and recommend to the sponsors such eliminations, consolidations, or redesigns as seem appropriate. Some of your forms will probably be fairly dynamic, so you will get a crack at analyzing them during the year when they're revised. Your systems and procedures people are probably also doing some methods study, resulting, in many cases, in good form analysis by forms control along with the methods change You can scratch these off the list. So don't analyze every form. By formal review of the high-usage forms and methods analysis of significant work flows, you can allocate your talent where it will do the most good.

Some companies have some inherent advantages that permit them to control forms this way: First, they have an established forms control operation well developed, organized, and strongly supported by their general office. Second, their forms control is purely a staff organization. With the storing and procurement being done by existing line organizations, they should be able to take advantage of their procedures to minimize their efforts or, putting it in precise language, to eliminate an unnecessary duplication in the forms control office.

Some readers operate forms control as a line function, either partially or wholely, so all of the foregoing will not apply. However, some part may offer work simplification advantages even to those in a line position. With such a relationship, the support of sponsors and an overall forms control policy, no-file forms control can become a reality.

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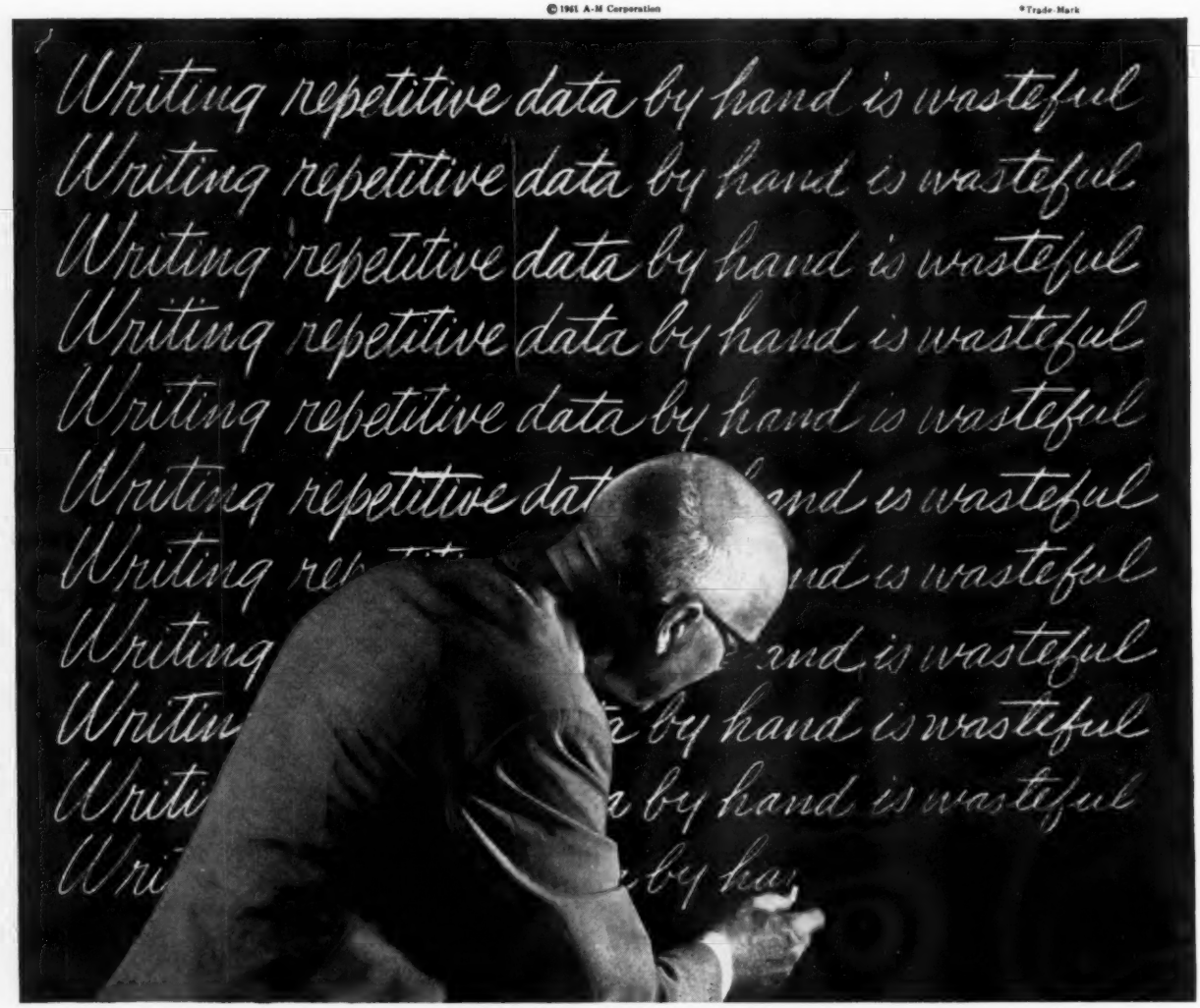
Writing repetitive data by hand is wasteful
Writing repetitive data by hand is wasteful
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Writing repetitive data by hand is wasteful

(Circle No. 3 on Reader Inquiry Card)

TOOLS OF THE OFFICE

By LAWRENCE VICTOR

IF TIME IS MONEY, as they say (and what executive can doubt it?) then an effective intercom system to replace memos, messengers, leg work, and backed-up switchboards is no luxury but... ***please turn page***

A battery of International Magnafonics' Ring-Master intercoms serve side-by-side with regular telephones.

TOOLS OF THE OFFICE

(*Continued from Frontispiece*)

a necessary part of the office routine as vital as any other tool of the office; perhaps more so, since no other business appliance aside from the telephone has such a combined impact on both the company's cost of operations and its customer relations.

Here's an example:

Where's George?

George is not at his desk. He needed some information from the shipping department, and, because its extension was tied up, he had to go in person.

On the way he stopped for a chat, naturally. After getting the facts from shipping, he just couldn't leave it at that and return to his desk. There were vital topics to discuss and opinions to be exchanged. All together, it took George 20 minutes to do what should have — and could have — taken five minutes at the most.

While he was away from his office, a potential customer called long distance from Chicago. The customer could hardly be expected to hold the line while George was away, not at $2.10 for the first three minutes and 40 cents for each minute after that. He left a message for George to call him back. Now that $2.10 plus will go on the company's phone bill.

All this time, the switchboard operator has been ringing one extension after another trying to find George; his boss wants him on the double.

Now the board is backed up because the operator has been diverted from handling external calls to operating the board as an intercom system, a function the switchboard was not meant, or designed, to perform.

Results? Time and energy wasted on George's part and those who stopped to shoot the breeze with him (the time-wasting disease is extraordinarily infectious); an irritated customer who may look elsewhere; a long distance call-back added to the company's sky-high phone bill; and one boss, very annoyed.

The solution to all these problems would have been a suitable intercom system to supplement the external phones. With an intercom at his service, George would never have had to leave his office. He wouldn't even have had to stop working, since intercoms permit "no-hands" conversation through a loudspeaker attachment. His trip was wasted time and energy, not only for him, but for all those involved.

A recent study has shown that if George and others like him who earn, shall we say, $3.00 an hour for an eight-hour day, five-day-week, were to turn just 10 minutes of wasted time each day to productive use, their companies would realize a profit of $255.00 a man each year. Multiply this by 10 or 12 Georges and the savings increase considerably (enough to pay for an intercom system).

And the secretaries who parade back and forth all day in search of information? Their "down-time" is costing businessmen a not-so-small fortune. Twenty-five secretaries earning $2.00 an hour for the same number of hours as our friend George, and wasting the same 10 minutes a day, represent a loss of $1,250 a year.

As for the long distance call, George could have been located quickly over an intercom-paging system or by a shirt-pocket paging device whose "beep" and flashing light would have sent George to the nearest phone, quick. Even if he had been at his desk when his outside call came through, chances are George's phone would have been

GUIDE TO FRONTISPIECE
(left to right)

First row: Stromberg-Carlson "Key-Municator"; Kellogg "Direct-A-Call"; Webster Electric "Teletalk"

Second row: Dictograph "Executive"; International Magnafonic "Ring-Master"; Bell Telephone "Call Director"

Third row: Talk-A-Phone "Chief"; Stromberg-Carlson "Pagemaster"; Bogen-Presto "TSD-10"; Tele-Norm "Multi-Line"

Fourth row: Executone "1100 Series"; Fanon "8506"; Rauland-Borg "5400 Series"

Setting courtesy William Adams Co., Inc., New York

Sub-stations speed information without leg-work.

free to accept it since an intercom system removes the burden of internal calls from the external lines. With a separate system, incoming callers who request information need not experience the frustration of "holding" the line while the phone is used as an intercom. A separate unit permits the telephone and the intercom to be used simultaneously. Many customers who can actually hear their requests being transmitted over the intercom get a psychological boost from receiving extra attention.

Keep in mind that all these services free the regular phone lines for profitable incoming calls. The operator can apply the time she used to spend handling intercom calls doing extra clerical duties.

The first step

When a company has decided to install an intercom system, the first step is to have the office professionally surveyed by a manufacturer's representative. These men are trained to recognize present and future intercom requirements and will recommend a system that is both efficient and economical. Get surveys and estimates from as many manufacturers as possible. If an acquaintance has had an intercom system installed in his office, talk over problems that have come up and the means used to solve them. An intercom system installed without study and guidance can prove to be a greater liablity than no system at all.

Almost all intercom dealers will be more than happy to survey an office free of charge. In fact, a representative's willingness to perform this service can be used as a gauge of his dependability.

There is no charge, in most cases, even if the executive installs a rival manufacturer's system. However, since surveys of large companies can cost thousands, one company, at least, uses the following formula: If the executive decides not to install any type of intercom, no charge is made; if the suggested system is installed, the survey charge is absorbed into the cost of installation; if the survey findings are used in the installation of a competitor's system, the executive is billed for survey costs. These problems should be settled before-hand.

Types of systems

To put it mildly, the intercom business is booming. Every day, it seems, a new model with a new twist is put on the market, but basically all intercoms fall into one of five categories: 1) voice intercoms of the amplifier-speaker type in which each station operates as a combined speaker and microphone; 2) voice intercoms of the telephone type (often called "interphone" systems) which utilize the same basic methods as the telephone company, a dial handset and a separate relay switchboard. In this case the switchboard operates automatically; 3) paging systems; 4) facsimile machines which transmit an exact duplicate of anything written or drawn; and 5) conveyor systems.

1. Amplifier-Speaker Systems

Amplifier - speaker intercoms, generally referred to as "electronic" intercoms, are the descendants of the ugly little squawk-box whose appearance and low-fidelity sound relegated it to the stock room. The modern unit has been transformed into an efficient beauty, attractive enough to share desk-top honors in any office. Fidelity has been greatly improved.

The simplest arrangement consists of one master connected to a sub-station by cables or through the existing electrical circuit (wireless). This system may be expanded to a multiple master system; one master and many sub-stations; or a combination of both. Masters may call all other masters (an advantage of an all-master system) or they may call sub-stations. Sub-stations may call master units, but not each other.

Most manufacturers offer models of different station capacities in the same line. Generally speaking—and in a fast-changing industry such as this one, generalizations are necessary— master units come in 8-, 12-, 24-, 38-, and, in some cases, 48-station capacities. When more than 48 stations are needed, it's time to think of an interphone system.

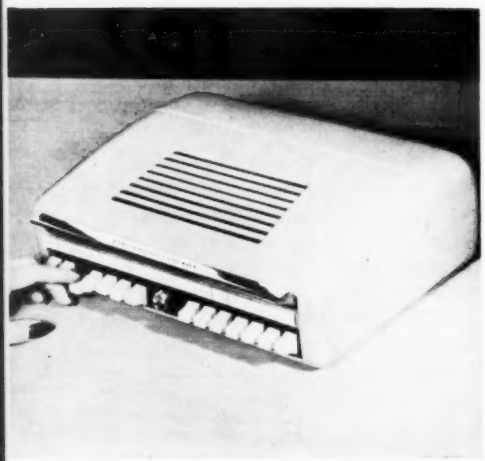
Special features

Since all intercom equipment offers the same basic service, manufacturers depend on convenience features to push their products. Such a situation is obviously to the buyer's advantage; but the wise customer will look for certain features in any unit before buying:

Privacy. Some means of assuring privacy is needed when confidential information is being relayed. The customary method is by means of a handset attachment, usually optional, which will automatically cut out the loudspeaker permitting private, telephone-type conversation. In some models, the sub-station, as well as the master can be protected from eavesdropping.

Call-annunciation. In the simplest kind of intercom, calls are not announced, they just blurt out suddenly. This can not only be annoying, but, if someone at a sub-station should relay restricted information

Talk-A-Phone's T-LS-5 5-station unit can be used as part of an all-master system or one mixing masters and sub-stations.



Stromberg-Carlson's Key-Municator is an exceptionally rugged intercom. The chassis is heavy-gauge steel in a tan finish.

The C 800 by Electrovox can be hooked into a plant-wide paging system, offers several station capacities, from 8 to 48.

without warning, anyone in the vicinity of the master station would hear it. A warning light, bell, or chime gives the executive time to disconnect the speaker portion and operate with the handset.

Call annunciation can also serve as a reminder if the called party is away from his desk. In most models so equipped, a light will not only announced a call, but will remain lit till the call is answered. The position of the light over the name plate tells who called.

Busy signals. Knowing when another station is busy saves time calling and reduces the chance of breaking into a conversation. It also avoids "cascading:" a screeching, howling noise caused by two masters calling the same sub-station simultaneously. Most units use a light indicator; one unit has a selector key which, when depressed to call a busy station, will not remain down, thus preventing contact.

Executive override. As the name implies, executive override permits breaking into a conversation when necessary. The interruption can be instantaneous, or a light signal can warn the parties speaking that someone wishes to interrupt.

Paging. If the situation demands it, most manufacturers can supply master units that will page personnel through a common connection with all other master units or through strategically placed loudspeaker sub-stations. Paged personnel can answer from the sub-station nearest them.

Conference calls. The advantage of having three or more people speak together simultaneously over their intercoms is obvious.

Portability. Can the units be easily moved about? Some intercoms have plug-in connections, enabling effortless relocation.

2. Interphone Systems

WHEN THE number of intercom stations is spread over a large area, or exceeds, say, 50 phones, an interphone system may be feasible.

Interphone systems are really miniature telephone systems located right on the premises. They operate in basically the same way, using a centrally located relay system and utilizing the familiar dial handsets given to home users by the public telephone companies. (In one case, the handset is exactly the same.) Thus, like the public phone systems, an interphone network has, to all intents and purposes, no limits to its size. Installations of 1,000 phones and more are not unusual.

Private Automatic Exchange

The heart of every interphone system is the Private Automatic Exchange (PAX) *. This is the nerve center of the system, receiving all commands and translating them into the many functions which set the interphone system apart. It performs the duties of an operator-attended switchboard, but without the operator.

The PAX may range in size from a small cabinet hung on the wall, to a massive system requiring its own room. Most are built on the modular theory, so that they can be enlarged building-block fashion as the need arises.

There are definite advantages to building intercom set-up around a PAX system:

Ease of installation. When the area to be covered by an intercom system is extensive, interphones are usually easiest to install because the need for connecting cables between master and sub-station is eliminated. All interconnections are made at the relay center. This way, the use of hundreds or thousands of feet of multi-element cable is avoided. Initial installation is done quickly and quietly.

Trunkage. Trunkage is the ratio of phones that can be used at the same time to the actual number of phones in the system. An interphone system with 50 phones and 100 per cent trunkage permits 25 two-way conversations to take place simultaneously. Not all PAXes supply 100 per cent trunkage; it is not necessary in all cases. It is, however a vast improvement over the amplifier-speaker intercoms where trunkage is limited to master units.

Self-adjustment. In most PAXes, if an individual component or circuit becomes defective, the board will automatically bypass the in-

---

* *A notable exception is the new Fanon 1010 Series which places all the switching gear inside the telephone set itself. The 11-station model has 100 per cent trunkage permitting five separate conversations at one time. No switchboard is needed.*

operative section and go right on working.

Services. Because all relays and switches are located away from the desk unit iself, there is room to design circuits that can perform a great number of complex functions. Amplifier-speaker intercoms are no shirkers when it comes to performing services, but interphone systems can show even them a trick or two. For instance:

Automatic hunting. When a party's intercom line is busy, an automatic hunting device will go from station to station within the department until it finds a free phone.

Privacy. The use of the hometype handset insures complete privacy. If desired, a loudspeaker attachment can be used for hands-free operation. Automatic cut-out prevents anyone from accidentally breaking into a call.

Holding. Just as calls are "held" on regular phones, so calls may be held on interphones. With automatic holding, an executive who reaches a busy station hangs up; when the busy station is free, the call goes through automatically.

Direct calling. For executives who must contact the same people time after time, direct-call pushbuttons eliminate the need to dial those particular numbers; or, two phones may be wired for direct contact when the handset is lifted.

Connection to central dictating Interphones may be connected to central dictating machines. Through a pre-set code, the executive dials the number and dictates into the phone while the machine, on the premises or operated off the premises by a private service, records.

Ease of servicing. Despite their complexity, PAX systems are extremely easy to service. Modular construction makes it possible to remove one section at a time without disrupting the entire system. Because relay equipment is out of the desk unit, these units rarely, if ever, need attention.

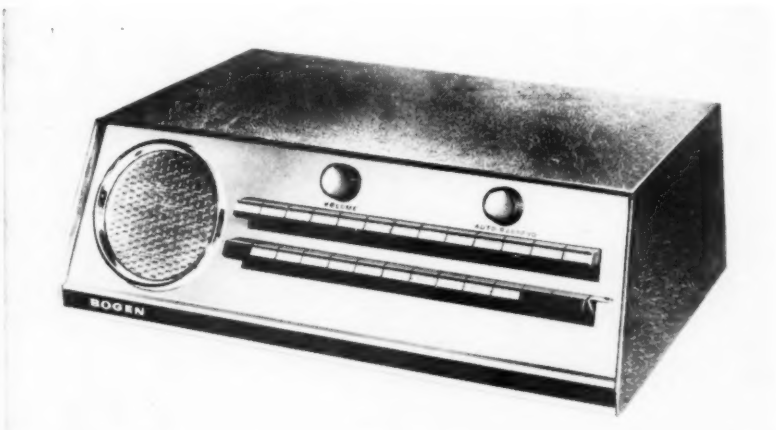
Other advantages mentioned in the section on amplifier-speaker intercoms—paging, executive priority, conference service — are available with interphones.

3. Paging Systems

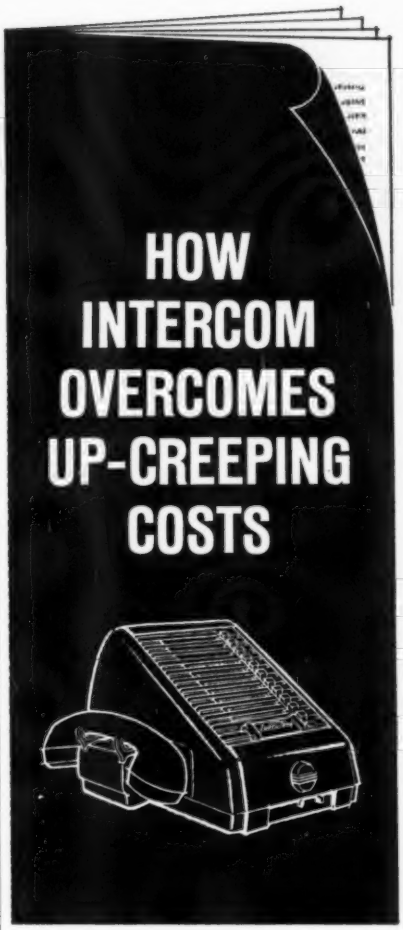
A paging system is one of the simplest ways to contact roving personnel. But remember the old-fashioned system that used to blare out names and orders all over the place? The service it performed in relation to the disturbance it created was questionable. All that is changed now. The up-to-date paging system is considerate of others. Its messages are sent out in the form of pleasing tones whose sequences convey a special message to one individual only.

(*Continued on page* 52)

For information on intercom systems installed and serviced by public telephone companies, see "Integrated Intercoms," page 50.



Bogen-Presto TIX unit was recently introduced at Chicago Electronics show and attracted considerable attention with attractive styling and a host of special features. Unit comes in 12 and 24-station models; features call annunciation and busy signals.



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MANUFACTURER	MODEL	TYPE	DIMENSIONS (inches)	STATION CAPACITY	S-SALE,* L-LEASE	FEATURES	MANUFACTURER'S ADDRESS Circle "T" numbers on Reader Service card.
AUTOCALL	Model 845	Paging	12¾ x 9¾ x 8	15, 30, 45	S, L	Automatic "work stop" and "work start" signals, continual calling or automatic shut-off.	Autocall Co., Shelby, Ohio (T-1)
BELL TELEPHONE	Call Director	Telephone	18 Station: 11½ x 7½ x 4¼ 30 Station: 14½ x 7½ x 4¼	18, 30	L	Installed by public phone company, serves both internal and external needs.	Local Bell Telephone office (T-2)
BOGEN-PRESTO	TIX Series	Voice (amplifier)	5¾ x 10¾ x 7¾	10, 23	S, L	Chime-call annunciation, "Record - A - Call" light reminds absent employee someone called.	Bogen-Presto, Box 500, Paramus, N. J. (T-3)
BOGEN-PRESTO	TSD-20	Voice (amplifier)	9½ x 3¾ x 3¼	1, 10, 20	S, L	100 per cent trunkage, no central switching necessary, minimum of moving parts provides trouble-free service.	Bogen-Presto, Box 500, Paramus, N. J. (T-4)
DICTOGRAPH	Executive	Voice (amplifier)	19½ x 5 x 9⅛	12, 24	S, L	"Magic-eye" indicates who is calling and automatically leaves message if no one answers; 100 per cent trunkage.	Dictograph Co., Danbury, Conn. (T-5)
DUKANE	Flexiphone	Voice (telephone)	15 x 10 x 3	**	S, L	Combines amplifier-speaker and interphone system in one chassis. System may expand to 3200 stations.	Dukane Corp., St. Charles, Ill. (T-6)
ELECTRO-VOX	C 800	Voice (amplifier)	6 x 9 x 11	8, 16, 24, 32, 48	S	System features central power supply, no need to plug in each unit separately.	Electro-Vox Co., 39-22 30th St., Long Island City, N. Y. (T-7)
EXECUTONE	1100 Series	Voice (amplifier)	15⅜ x 12⅜ x 8	12	S, L	Sub-station users may reply from across a room without approaching or operating the unit.	Executone Inc., 475 Lexington Ave., N. Y. C. 17 (T-8)
FANON	1010	Voice (telephone)	5¼ x 7⅜ x 5	**	S	All switching gear located in handset, no switchboard needed for interphone operation.	Fanon Electronic Industries, Inc., 439 Frelinghuysen Ave., Newark 12, N. J. (T-9)
FANON	8500 Series	Voice (amplifier)	9½ x 3½ x 3¼	4, 7, 11	S	May be placed on desk or mounted on wall, foam rubber base protects furniture.	Fanon Electronic Industries, Inc., 439 Frelinghuysen Ave., Newark 12, N. J. (T-10)
FAIRCHILD	Scan-A-Fax	Facsimile	Scanner: 17½ x 16 x 17½ receiver: 18 x 19 x 20	**	S, L	Will handle copy 8½ in. wide, no limit to length, first completely transistorized scanning system.	Fairchild Camera and Instrument Corp., 580 Midland Ave., Yonkers, N. Y. (T-11)
GENERAL ELECTRIC	Voice Director	Paging	6⅛ x 2 15/16 x 1	**	S	Pocket-sized paging unit has break-resistant case, earphone and lapel microphone attachments.	General Electric, Lynchburg, Va. (T-12)
INTERNATIONAL MAGNAFONICS	Ring-Master	Voice (telephone)	4¾ x 8½	**	S, L	Ring-Master uses button dialing, "X" button rejects unwanted calls, can be used to start and stop machines, turn power on or off.	International Magnafonics Corp., 1845 Broadway, N. Y. C. 23 (T-13)
KELLOG	Direct-A-Call	Voice	4 x 6	8	S	Push button signaling; can be placed on wall or desk, up to seven simultaneous	Kellog Corp., 6650 S. Cicero Ave., Chicago 38, Ill. (T-14)

						start and stop machines, turn power on or off.	Broadway, N. Y. C. 23 (T-13)
KELLOG	**Direct-A-Call**	Voice (amplifier)	4 x 6	8	S	Push button signaling; can be placed on wall or desk, up to seven simultaneous conversations.	Kellog Corp., 6650 S. Cicero Ave., Chicago 38, Ill. (T-14)
KELLOG	**K-500**	Voice (telephone)	5½ x 7¾ x 5	**	S, L	Exact match for regular phone, available in wide range of colors.	Kellog Corp., 6650 S. Cicero Ave., Chicago 38, Ill. (T-15)
MOTOROLA	**Handie-Talkie**	Paging	5¾ x 2½ x 1 5/32	**	S, L	Fully transistorized pocket paging unit; high audio output enables reception in noisy areas; works 120 hours on replaceable mercury batteries.	Motorola, Inc., 4501 W. Augusta Blvd., Chicago (T-16)
RAULAND-BORG	**5400 Series**	Voice (amplifier)	15¼ x 6¾ x 7	25	S, L	Plug-in connections allow easy relocation of units.	Rauland-Borg Corp., 3535 W. Addison St., Chicago 18 (T-17)
STROMBERG-CARLSON	**Key-Municator**	Voice (amplifier)	12 x 10 x 4½	6, 12, 24	S, L	Muting circuits eliminate background noise, central power supply, station capacity can be enlarged without using extra desk space.	Stromberg-Carlson, Div. of General Dynamics, 100 Carlson Rd., Rochester 3, N. Y. (T-18)
STROMBERG-CARLSON	**Pagemaster**	Paging	5¾ x 2¾ x 1	14	S	Flat, no-bulge design; weighs only seven ounces, fits easily in shirt pocket.	Stromberg-Carlson, Div. of General Dynamics, 100 Carlson Rd., Rochester 3, N. Y. (T-19)
TALK-A-PHONE	**Chief**	Voice (amplifier)	14 x 3⅛ x 8¾	6, 12, 20 30, 40, 50	S	Optional cradle phone, busy signals, monitoring signals.	Talk-A-Phone Co., 5013 Kedzie Ave., Chicago 25 (T-20)
TELAUTOGRAPH	**Telescriber**	Facsimile	13 x 22⅛ x 9	**	L	New model longhand facsimile system uses ballpoint pen, writes directly on paper leaving record of transmission.	Telautograph Co. 122 E. 42nd St., New York 36 (T-21)
TELE-NORM	**Multi-line**	Voice (telephone)	7 15/16 x 10 1/6 x 3 15/16	**	S, L	Model features automatic hold which operates without using hold button, accessory PAX takes small space.	Tele-Norm, 55 W. 42nd St., N.Y.C. 36 (T-22)
TELE-NORM	**Rapidofon**	Voice (telephone)	6¼ x 5⅛ x 2 7/16	**	S, L	Small size ideal for small office, unit may be mounted on desk or wall.	Tele-Norm, 55 W. 42nd St., N.Y.C. 36 (T-23)
WEBSTER-ELECTRIC	**Teletalk**	Voice (amplifier)	15 x 8 x 6½	6-60	S, L	Executive priority allows overriding a conversation; optional handset, light and sound annunciation.	Webster-Electric, Racine, Wis. (T-24)
WESTERN UNION	**Intrafax**	Facsimile	Transmitter: 24 x 24 x 41 Receiver: 24 x 24 x 44½	**	L	Scanner facsimile unit delivers dry, ready-to-use copy, leased-only service eliminates capital investment in equipment.	Western Union Telegraph Co., 60 Hudson St., N. Y. C. (T-25)

* Sales or lease arrangements are often made at the option of the manufacturer's distributor.

** Capacity of system is highly variable depending on requirements.

TOOLS OF THE OFFICE

INTEGRATED INTERCOMS

EXECUTIVES whose intercom needs demand the "sophistication" of a switchboard system have a choice between a private system independent of phone company lines or one utilizing existing telephone equipment. The merits of a private system are discussed elsewhere; those of a telephone company (i.e., integrated) system are concrete and deserve consideration.

THE INTEGRATED SYSTEM is usually the simplest to install because the "guts" are already in place, i.e., the wiring from the station to the switchboard. Relay equipment can be added quickly and with a minimum of work interruption. After the relay equipment is in, it only remains to exchange the present telephone set with a button model that has one button designated for intercom use. Of course, this new set can be used for outside calls as well, which brings us to another potent point in favor of the integrated system.

Because private intercom systems are confined to on-premises use only (at least for the present), a two-phone desk is unavoidable with a non-integrated system. The executive who finds this situation objectionable on practical or aesthetic grounds can avoid it with an integrated system that uses a single set for internal and external use. By pressing the intercom button, the user is shuttled from the outgoing lines to a special intercom-only circuit. He now has one phone serving a double function and taking up a minimum of desk space.

In addition to saving space, he has also avoided investing what can be a considerable amount of capital in intercom equipment. With an integrated system, the user need not (in fact, he *cannot*), purchase his equipment. Like home telephone service, it's offered on a monthly payment basis only under a special tariff filed with local authorities. The size of the payments depends on the number of stations, the number of buttons at each station, and the "extras" installed. These extras include such refinements as button lights to indicate which stations are calling and which are being called; ability to set up an intercom conference by dialing one conference code; a "camp-on" feature which lets the user hang up after getting a busy signal, knowing that as soon as the line is free, the call will automatically go through; external speaker attachments permitting no-hands use at both ends; and others which lack of space prevents describing. Executives would be wise, however, to subscribe only for those extras that are really necessary. Each one adds to the total bill, and, if a need should arise at a later date, these services can always be added since flexibility is another advantage of an integrated system.

What about service? It's as good as can be had and as dependable. There are two reasons for this: First, since the equipment belongs to the telephone company, it has a vested interest in keeping it in top working order. Second, because the telephone company is classed as a public utility, the authorities are very sensitive to complaints about service or the lack of it. It's to the company's advantage to maintain customer satisfaction, the most valuable asset a public phone company can have. Since monthly service charges covers repair and maintenance costs, the savings in time and trouble by having one company service both the internal and external system are not to be overlooked.

Integrated intercom sets are styled as smartly as any other. Units are low and sleek in the contemporary manner. (The basic intercom set is practically identical to the everyday unit, but the 18 and 36 button models are something else again, as seen at the top of the page.) Color is one of the telephone companies' strong selling points, and one of the many available should fit the requirements of any decorating scheme.

The argument for an integrated system is a strong one: The telephone companies have decades of experience, the findings of continual research and experimentation, and the dependability demanded of a public service operation to put at the executive's disposal. Whether or not to actually install their intercom equipment or a private system can only be determined, however, after extensive comparison as to needs, suitability, and cost.

Verifax Bantam Copier, Model A, only $99.50—other models to $425

Exclusive Kodak Verifax Copying Feature cuts office copying costs up to 50%

Why pay first-copy price for each extra copy you need?

With a Kodak Verifax Copier you turn out extra copies from the same *Magic Matrix* used for the first copy.

This can add up to big savings in any office where extra copies are regularly needed to keep everyone posted . . . and in systems work, where extra copies are a must. Simple arithmetic shows just how great your savings are. Compare with any other copying method:

Cost of the first Verifax copy—including sheet of *Magic Matrix*—is only about 9¢. Each extra copy made from it (and you get at least four) costs less than 1¢. And these Verifax copies are dry, complete, easy to read . . . are on letter-size, bond-type paper. But see for yourself.

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Business Photo Methods Div.
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Position_____

Company_____

Street_____

City_____

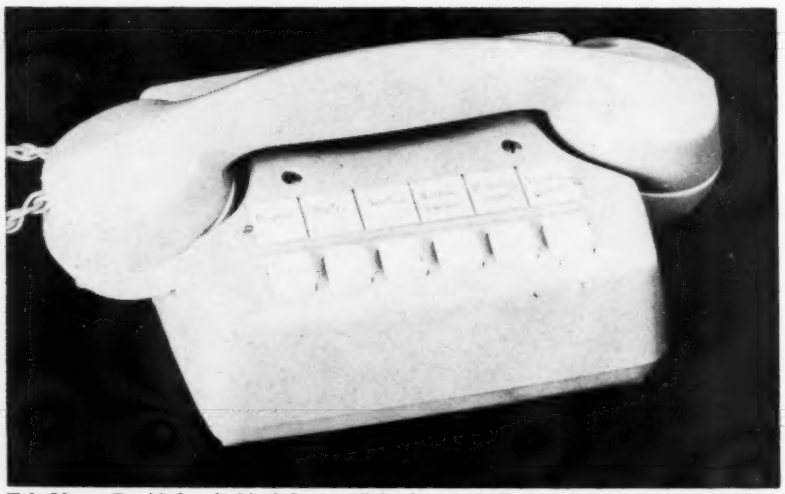
Zone_____ State_____

(Circle No. 14 on Reader Inquiry Card)

Executone features chime and light annunciation. Light remains on until master unit returns the call from the sub-station.

Kellog K-500 handset for its interphone system is the exact same one supplied by most public phone companies to homes.

Fanon's new 1010 interphone system puts all switching equipment in handset; no switchboard is needed.



Tele-Norm Rapidofon is ideal for small businesses. All the advantages of interphone intercom systems are available in a small set which may be placed on a desk or hung on a wall.

Model E-2 by Tele-Norm is made of a new shock-proof thermo-plastic material, resists staining, scratches.

Paging systems cut down the use of regular phones that can result in switchboard tie-ups (remember our friend George?). They prevent call-back charges when someone who is called long distance can't be located in time to take the call. An automatic paging system can be used as a supervisor, sending out "work start" and "work stop" signals with split-second timing accuracy. Customer annoyance is reduced when those waiting to be seen can be located quickly and without disturbing others.

The usual paging system consists of a sending station-encoder located most often at the switchboard, and a network of signals. Coded messages can be sent out automatically, the signaling ceases after a certain number of rounds, or manually, for continuous calling. Sending stations are available in different calling capacities for both large and small applications.

For ultra-selective paging, pocket-size receivers which will receive voice, light, or tone signals permit a man to actually carry his own paging system around with him. They consist of a transmitter, either voice, "beep," or both; and a battery-powered, transistorized receiver with a minature microphone attachment. Operation is over the Citizens Band frequency and an FCC license is required. The useful range is about 3 miles, maximum.

These wireless systems represent the ultimate in speedy, around-the-clock paging.

4. Facsimile Systems

A facsimile system permits an exact duplicate of anything written, drawn, or typed to be transmitted between two distant points. Two types, the scanner and the electronic longhand machine, do away with the delay, expense, and possibility of loss involved in the mails.

Scanners convert light and dark areas into corresponding impulses by means of a light passing over the surface of material to be sent. At the receiving end, a marking device governed by these impulses "burns" a duplicate image on specially prepared paper.

Scanners can be used by financial institutions to transmit financial statements, credit clearances, and check verification forms. Engineering firms can transmit charts, drawings, schematics, and graphs. Manufacturers find scanners unexcelled for sending production orders,

Material transmitted by scanners is received dry and ready to handle.

Longhand transmitters, which have been around, in one form or another, since 1876, consist of a pen whose slightest movement is converted to electrical currents of varying intensities. At the receiver, these currents pass through coils which move up and down according to the strength of the current. Through a series of levers, the coil movements are communicated to the receiving pen which duplicates the movements of the sending pen almost exactly. Banks find longhand transmitters useful in exchanging financial statements between branches, and brokerage firms use them to send confidential information, perhaps in coded form, between offices with complete privacy.

It's important to remember that because facsimile systems usually operate over leased lines on a flat-rate basis, the key to profitable transmission lies in high-volume operation. The more they are used, the cheaper the cost of each transmission.

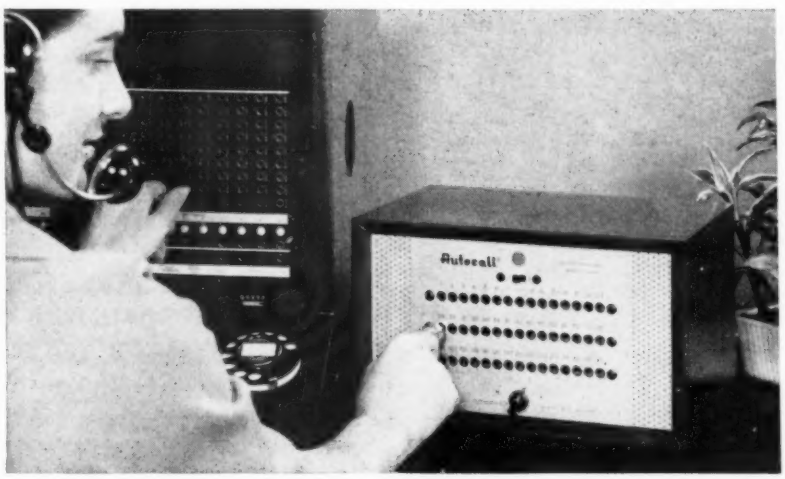
5. Conveyor Systems

Sooner or later, even the most brilliantly engineered electronic system comes up against an insoluble dilemma: How to move a piece of paper from here to there. Not a facsimile — that would be easy with one of the systems previously described; but the one and only original. One answer is to get up and carry it to its destination. But that brings up the old problem of personnel trooping about the halls, being away from their desks when they're needed. Or, extra people could be hired to carry paperwork around the plant — an expensive solution. The best answer might be to install a conveyor system.

The beauty of conveyor systems — pneumatic tube or power belt —

Dukane Flexiphone combines the advantages of both an amplifier-speaker intercom and an interphone system. Theoretically, such a system could be extended to as many as 3200 stations.

Handie Talkie by Motorola weighs only 14 ounces, clips in a pocket or on a belt. The handie talkie is transistorized and operates on a re-chargeable mercury battery for up to 120 hours.



The Autocall paging system accommodates 15, 30 or 45 stations and comes in a polished walnut case with a brushed aluminum face panel. The Autocall offers a selection of signals including chimes, bells, whistles, and horns.

Only the New TALK-A-PHONE has these exclusive features!

- **DYNASONIC SELECTOR.** Select station performance, intermix or change as needed.
- **MULTI-MAGIC STATION SELECTOR.** Up to 50-station capacity in same attractive cabinet.
- **"PRIVATE" or "NON-PRIVATE" MASTERS and STAFFS.** Converse in privacy, answer calls from a distance.
- **NOISE-FREE, VOICE-RANGE POWER.** Rugged, All-Transistor, high-gain amplifier provides exceptional clarity and naturalness of tone.

PLUS . . . Incoming Call Chime; Busy Signal; Monitoring Signal; External Relay Control; Reciprocal Power Supply . . . all as standard features of the New TALK-A-PHONE

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Proportioned like a book, only 3-inches high. The look and feel of fine-grained leather, with the strength and rigidity of steel. In charcoal gray and brushed chrome.

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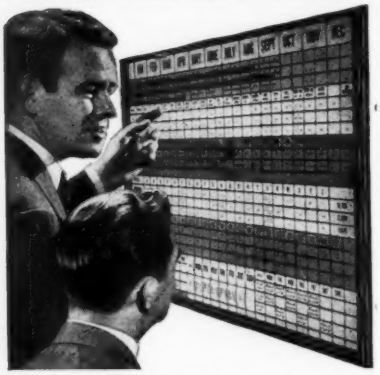
A.I.A. File Number 31-i-51

Write for free brochure and name of nearest distributor

TALK-A-PHONE CO.
Dept. AM-7,
5013 N. Kedzie Ave.,
Chicago 25, Illinois

(Circle No. 41 on Reader Inquiry Card)

You Get Things Done With Boardmaster Visual Control



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THE SHRED ALL WASTE PAPER SHREDDER

Quickly shreds newspapers, magazines, waste paper, corrugated cartons, etc., into uniform resilient strands ideal for packing purposes. Especially adapted to shredding confidential records, blueprints, etc. Built in 5 sizes: 200 to 3,600 lb. per hour.

Compact, economical, safe. All revolving parts are covered. Instantly adjustable. Shreds ¼" to ⅜". Designed for continuous and trouble-free service.

FREE TRIAL
Operate a SHRED ALL 30 days. If not satisfied—return—owe nothing.

UNIVERSAL SHREDDER COMPANY
SAGINAW, MICHIGAN
(Circle No. 44 on Reader Inquiry Card)

is that they never get tired. They're always ready to carry their burden upstairs and downstairs, they never stop on the way to discuss baseball, and they don't take coffee breaks.

Both tube and belt systems may operate vertically or horizontally. Belt systems are the simplest to operated and install. They can be mounted on walls, floors or from the ceiling. The moving surface can be one flat belt or a multilane arrangement. Ninety-degree turns, a problem with other types of conveyors, are easily handled by the latest models.

Pneumatic tube systems are useful for sending material over long distances or through confined spaces where the width of a belt system would prove impractical. Pneumatic installations can be hidden from sight and kept out of the way since the only general necessary access is where the message goes in and where it comes out. Ingenious devices also make the routing of pneumatic carriers a marvel of automation.

When contemplating conveyor systems, take into consideration the extensive job of installation and, equally important, the job of relocation, a task that could prove physically and economically prohibitive. When a company moves, it just doesn't pick up a conveyor system and take it along. But for those firms whose location is more or less permanent, a conveyor system can be their most vital aspect of office intercommunciations.

Western Union's Intrafax will accept 8½ by 11 sheets. Sliding knobs at each end of the drum blanks out unwanted area.

Scan-A-Fax by Fairchild is a flat-bed facsimile system. It is the first completely transistorized system of its type.

TeAutograph's handwriting facsimile system operates over leased lines at low cost.

The following list covers the principal manufacturers of communications equipment of various types.

The numbers in parentheses after each manufacturer correspond to the numbers on the reader service card.

The code symbols in the list are as follows:

C—Conveyer systems.
DT—Data transmission systems.
EH—Systems employing a form of "electronic handwriting."
F—Equipment of the facsimile type.
MI—Miscellaneous.
P—Pneumatic tube systems.
PD—Paging equipment of the direct wire type.

NEW QUALITY BALL PEN

Writes like a charm thru hot, sticky perspiration—no skipping. 10 day money back guarantee. Medium point, blue ink only. Special "Grippit" ball point. Retail 98¢. Quantity rates available. For sample mail 75¢ to

GARDNER STAMP CO.
166 South Washington St.
Wilkes-Barre, Pa.

(Circle No. 19 on Reader Inquiry Card)

PMI—Paging equipment, miscellaneous.

PR—Paging equipment using radio.

PSA—Paging equipment using an automatic switchboard.

PSM—Paging equipment using a monitored switchboard.

PW—Paging equipment of the "wireless" type.

T—Teletypewriter equipment.

VD—Voice equipment of the direct wire type.

VMI—Voice equipment, miscellaneous.

VR—Voice equipment, using radio.

VSA—Voice equipment using an automatic switchboard.

VSM—Voice equipment using a monitored switchboard.

VW—Voice equipment of the wireless type.

Aircall, Inc., 224 E. 38th St., New York. (PR) **T-26**

Airmatic Systems Corp., 441 Market St., Saddle Brook, Rochelle Park, N. J. (P;C) **T-27**

Allied Radio Corp., 100 N. Western Ave., Chicago 80. (PD;VD) **T-28**

American Development Electronics Co., 210 Central Ave., Newark, N. J. (VD) **T-29**

American Dynamics Corp., 1445 City Line Ave., Philadelphia 31. (VMI) **T-30**

Auth Electric Co., Inc., 34-20 45th St., Long Island City 1, N. Y. (PD;PR;PSM;VD;VSM) **T-31**

Bliss Electronic Corp., Box 366, Sussex, N.J. (PSA;VD;VSA) **T-32**

Cambridge Co., 224 N. Desplaines St., Chicago. (PD;VD) **T-33**

Continental Mfg., Inc., 1612 California St., Omaha, Neb. (PD;VD; VMI-background music) **T-34**

S. H. Couch Co., Inc., 3 Arlington St., N. Quincy 7, Mass. (PSA; VD;VSA;VSM) **T-35**

Dialaphone, 2515 Palm Place, San Mateo, Calif. **T-36**

Electronic Secretaries Industries, Inc., Waukesha, Wis. (Telephone answering set) **T-37**

Feiler Engineering & Mfg. Co., 8026 N. Monticello Ave., Skokie, Ill. (PW;VW) **T-38**

Interlex Systems, 67 Broad St., New York 6. (C;P;PR;PW;T; VD;VR;VSA;VW) **T-39**

Kay-Townes Mfg. Co., Box 593, Rome, Ga. (VD) **T-40**

Kellogg Switchboard Supply Co., 6650 Cicero Ave., Chicago. (PD; PSA;VD;VSA) **T-41**

Kleinschmidt Corp., Div. of Smith-Corona Marchant, Deerfield, Ill. (T;DT) **T-42**

Line Electric Co., 1407 McCarter Highway, Newark 4, N. J. (PD; PSM) **T-43**

J. M. Loge, Sound Engineers, 2171 W. Washington Blvd., Los Angeles 18. (PD;VD) **T-44**

Mohawk Business Machines Corp., 944 Halsey St., Brooklyn, N. Y. (MI-Recording unit for transmitting paging calls) **T-45**

North Electric Co., 553 S. Market St., Galion, Ohio. (PD;PSA;VD; VSA;VSM) **T-46**

Philco Corp., Tioga & C. Sts., Philadelphia. (PR) **T-47**

Radio Corp. of America, Front & Copper Sts., Camden 2, N. J. (PD;PSA;VD;VSA) **T-48**

Rauland-Borg Corp., 3535 W. Addison St., Chicago. (PD;VD) **T-49**

Servus-Fone, Div. of Motiograph, Inc., 4441 W. Lake St., Chicago. (PSM;VSM) **T-50**

Mark Simpson Mfg. Co., 32-28 49th St., Long Island City 3, N. Y. (PD;PW;VD;VW) **T-51**

Smith-Corona-Marchant, Inc., 410 Park Ave., N. Y. C. (T) **T-52**

Stewart-Warner Electronics, Div. of Stewart-Warner Corp., 1826 W. Divesey, Chicago. (F) **T-53**

Tandberg of America, Inc., 8 Third Ave., Pelham, N. Y. (TR) **T-54**

Telecom, Inc., 1019 Admiral Blvd., Kansas City, Mo. (PSA;VSA) **T-55**

Times Facsimile Corp., 540 W. 58th St., New York 19. (F) **T-56**

Transelectric Mfg. Co., 53 Hopewell Rd., Oxford, Pa. (VD) **T-57**

Vocaline Co. of America, Inc., Coulter St., Old Saybrook, Conn. (PW;VW) **T-58**

Webster Electric Co., 1900 Clark St., Racine, Wis. (PD;VD;VW) **T-59**

Wheelock Signals, Inc., 273 Branchport Ave., Long Branch, N. J. (PD) **T-60**

Waiting for the mail

allows time for coffee klatsch!

And why not? In most offices, most people don't get down to work until the morning mail is opened and distributed.

- Opening mail by hand is slow, tedious. The MailOpener is fast, efficient—shaves a hairline edge off the envelope without cutting the contents. Opens big or little envelopes, kraft or onionskin. Starts the business day soon, saves time in even the small office.
- Three models, electric or hand. Ask the nearest Pitney-Bowes office for a demonstration—no obligation. Or send for free illustrated booklet.

FREE: *Send for handy desk or wall chart of latest postal rates, with parcel post map and zone finder.*

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MAILOPENERS

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... originator of the postage meter ...
149 offices in U.S. and Canada.

(Circle No. 33 on Reader Inquiry Card)

IBM 1301 UNIT MONITORS DATA

Businessman will take computer on vacation, RCA head predicts

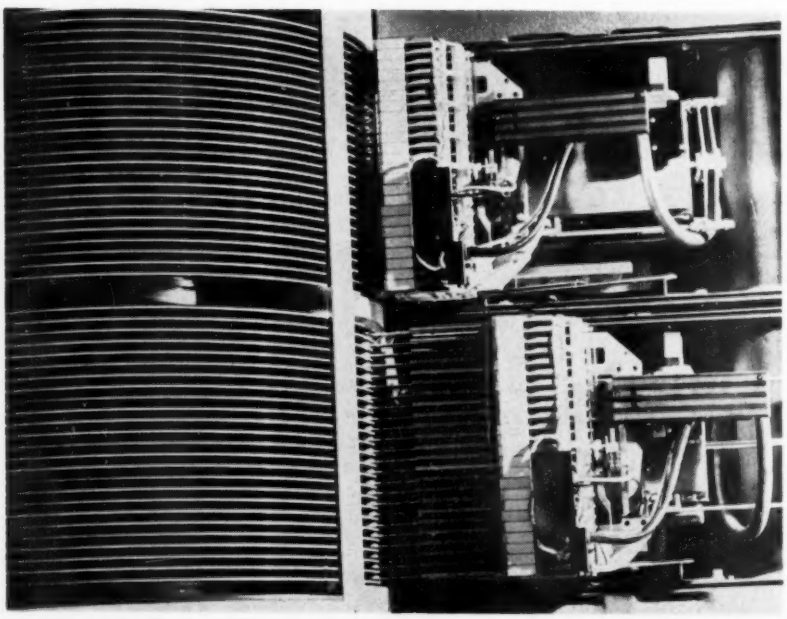
A DEVICE that can monitor as many as 280 million characters of data in an information storage system has been announced by International Business Machines Corp.

The new 1301 disk storage unit can be linked to any of five of IBM's intermediate to large solid-state computers or shared by any two of them. It transforms them into advanced information centers capable of relaying constantly updated information, by means of IBM Teleprocessing devices, to remote points in thousandths of a second. Each 1301 unit holds from 50 to 56 million characters of information.

Each file contains one or two modules (or stacks) of 20 rapidly revolving disks for data storage. The 1301 has a read/write head for each disk surface. These heads, at the end of comb-like access arms, are aligned in a vertical cylinder. Thus, at any given moment, they are positioned opposite corresponding tracks or groves on all 40 disk surfaces in a module.

While reading in the same data cylinder, as many as 102,000 characters in a module, 204,000 characters in one disk storage unit, or 1,020,000 characters in a maximum system of five units may be reached with no access motion. These figures vary slightly with the computer used. The access mechanism requires a minimum of 50 milliseconds to move horizontally from one cylinder to the next cylinder within small groupings of tracks on a disk surface. Within larger groupings of 50 tracks, maximum access time is 120 milliseconds. The maximum access motion time to any data in the 1301 is 180 milliseconds. Record organization techniques can cut this time substantially.

The rate at which the 1301 reads characters in sequence into core storage is between 75,000 and 90,000 characters a second, depending on the type of system to which it is linked. This speed is an important factor in sequential jobs such as recalling tables or programs stored on the disks into core memory, or transferring of the file to magnetic tape for a more permanent record of the data.



IBM 1301 in action: Upper module of 25 disks (upper left) is being searched for data by comb-like access arms (upper right). Lower bank of access arms has moved outward from center of file, positioning read/write heads at outer edge of disk surfaces. Unit can be used with 1410, 7070, 7074, 7080, or 7090 computers.

Golf clubs and computers needed on vacation: Burns

The vacationing businessman of the 1970's will take off with his golf clubs, fishing tackle, and a computer console slightly larger than a portable radio, according to John L. Burns, president of Radio Corp. of America.

Mr. Burns made this projection at the dedication of RCA's new $4 million data processing center in Palm Beach Gardens, Fla.

By plugging into a standard telephone outlet and dialing a code number the businessman will be put in instant contact with his company's master data processing system, Mr. Burns explained. This will

Honeywell 800 computer system at American Mutual Insurance is used on auto liability policies, premium bills.

enable the executive to handle his daily work routine as if he were in his own office.

Except for the size of the equipment—and indoctrination of executives in its use—there is no component of this system that is not in actual operation or advanced development today, Mr. Burns said.

Honeywell 800 system handles insurance jobs

Minneapolis - Honeywell's Electronic Data Processing division has completed installation of one of the nation's first Honeywell 800 systems at American Mutual Liability Insurance Co., Wakefield, Mass.

The computer will be used initially to rate and write most of the company's automobile liability and property damage policies, according to Charles E. Hodges, American Mutual president. The system also will be programmed to calculate and write premium bills and to process statistical material and reports.

In the statistical field, he said, the computer will process premium and loss data on American Mutual's various operations and on the basis of this information, write some 400 reports for management and for meeting various requirements of insurance supervision.

Mail order house to buy automatic order writers

Spiegel, Inc., the nation's third largest mail order house, has placed an order with Ferranti-Packard Electric, Ltd., Toronto, for more than 200 automatic order writing machines. These machines were developed through the combined efforts of the engineering groups of the two organizations.

The cost of the initial installation will be around $1,500,000, and additional machines will be ordered as the initial equipment is coordinated with operating activities at the Spiegel plant.

The new order writing machines provide these operations: automatic reading of selected line data such as size and color from a file of cards representing catalog items; printing of this information selectively; punching of paper tape to record selected information for computer input; recording of the dollar amount of the transaction on an adding machine for billing purposes.

In the Spiegel operation the equipment will be used for the writing of sales slips for items ordered by customers. It will record the data relating to the merchandise sold and the dollar value of the sale on paper tape for input to Spiegel's electronic merchandise inventory control process. Billing of the customer's order will be accom-

Computer on wheels: Clary DE-60 M is "specially designed for multiple users."

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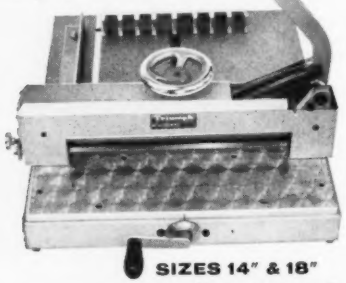

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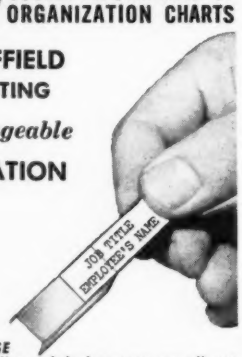

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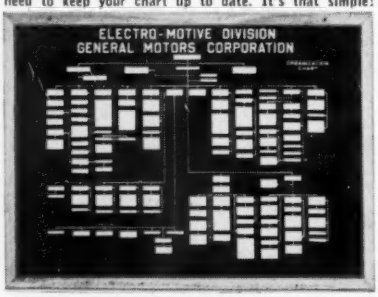

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(Circle No. 24 on Reader Inquiry Card)

plished simultaneously through the automatic entry of the dollar amount of each item on the adding machine.

Spiegel expects to begin use of the equipment next month, and Ferranti-Packard will place the equipment on the market in the near future.

National Cash prescribes EDP as Rx for doctors

The National Cash Register Co. has prescribed a dose of electronic data processing for the billing and other financial ailments of the nation's doctors and dentists. The company recently opened three data processing centers designed to handle the business side of private medical practices. The centers are in New York, Los Angeles, and Dayton, Ohio.

The centers will prepare monthly statements specifying the number and type of treatments given to patients and the charge for each. Physicians will also be able to obtain monthly analyses showing how much they earned from home visits, office calls, and other services.

Input for the system will be punched tape created on National Cash adding machines or cash registers in the doctors' offices. In addition to leasing time on the computer, doctors can lease or buy the machines for input.

Service Bureau adds MICR in Los Angeles center

The Service Bureau Corporation opened its first electronic banking center to offer MICR (magnetic ink character recognition) reader-sorter equipment on a contractual basis.

The center, in Los Angeles, is one of 16 operated by SBC to provide computer services for small and medium size banks. Currently SBC processes demand deposit accounting for 25 banks on high-speed data processing equipment.

"Automation of checking accounts is a necessity when you consider that over 13 billion checks were cashed in 1960, and the volume will reach 20 billion by 1970," said SBC president Herbert R. Keith. "Small banks must automate as well as large banks. Since they are unable to invest in data processing equipment, they can take the service bureau approach."

University of Alabama installs Univac 80 system

Installation of the first Univac Solid-State Step 80 Tape System was recently announced by Frank A. Rose, president of the University of Alabama.

The system performs up to 705,600 additions or subsractions a minute. It will be used primarily for students in education and research, plus applications in student accounting, payroll, and student registration.

One problem will assay student absenteeism correlated against entrance test scores and family background. Another application will seek the causes of alcoholism for the State of Alabama. Still other problems in nuclear engineering, cancer, and coronary analysis will be explored.

Clary announces DE-60 M, new computer on wheels

Clary Corp., San Gabriel, Calif., announced the mobile DE-60 M computer, "specially designed for multiple users, particularly in large engineering departments."

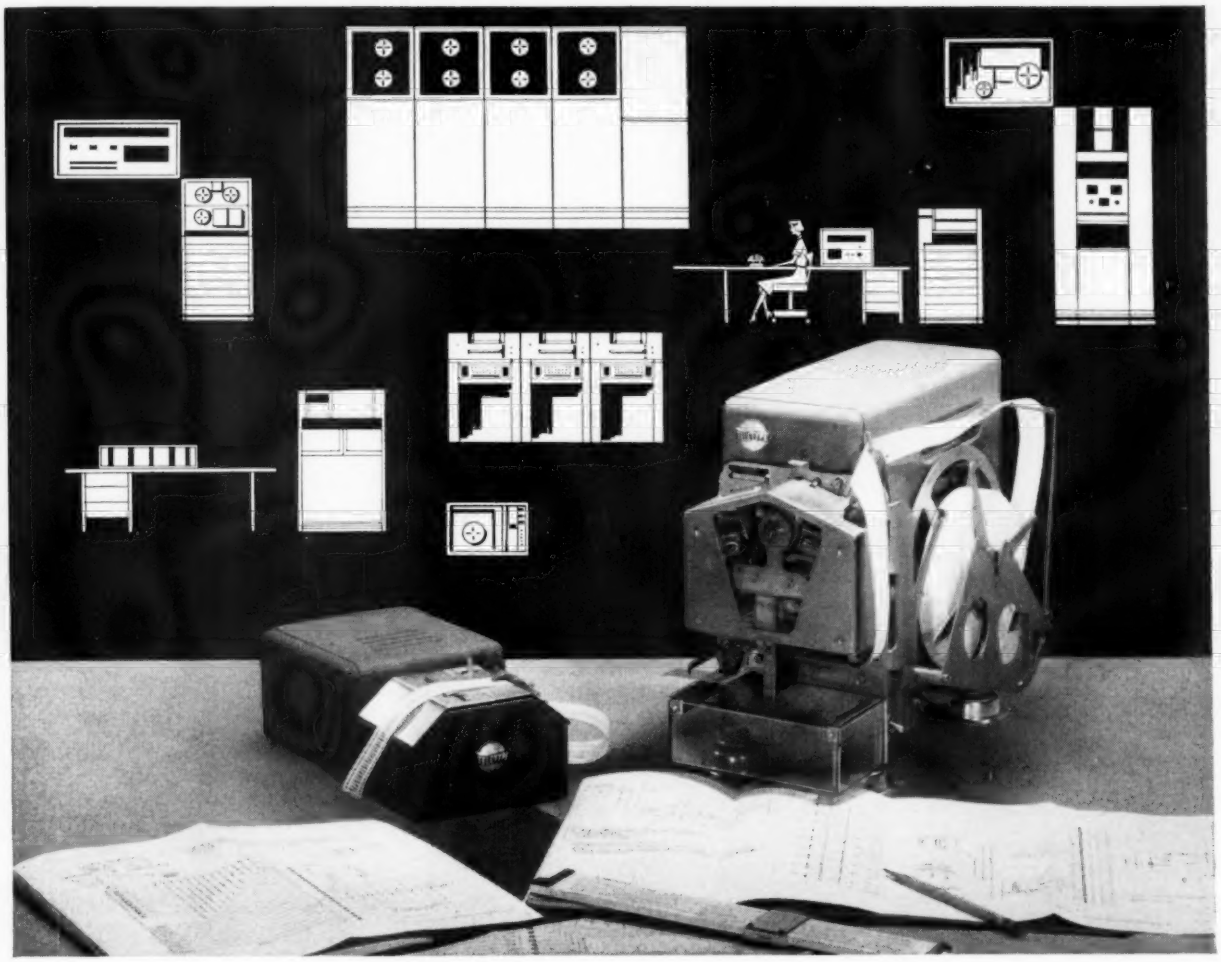
The new four-wheeled unit consists of Clary's direct entry transistorized DE-60 with input and output units recessed in top surface wells. The programming unit is located at the front; the arithmetic center is accessible from the rear.

The complete DE-60 M, is priced at $21,000 and has a delivery schedule of 60-90 days.

Datex launches campaign to market DL-210 system

Datex Corp., Monrovia, Calif., a subsidiary of Giannini Controls Corp., has launched a marketing campaign for its DL-210 data acquisition system.

This new system will collect data



New Teletype 1000-speed tape units

Here are two new units that offer the advantages of punched paper tape at 1000 words per minute—and combine traditional Teletype dependability with design simplicity and relatively low cost. Used together, the CX reader (left) and BRPE punch (right) are ideal for tape-to-tape communication of bulk message or statistical traffic via the new Data-Phone service. The reader and punch may also be used individually for communicating data to or from computers, and other devices associated with data processing, telemetering and similar communications functions.

These high-speed units operate on a parallel-wire signal path, in either transistorized or vacuum tube circuits. For serial transmission over conventional voice channels, signals can be converted by external facilities. A pulse generator, adjustable through a full 360 degrees, triggers the external signal storage and provides optimum synchronization of intelligence transfer.

Tape Reader—Will read chadless or fully perforated tape, in 11/16″, 7/8″ or 1″ tape widths. Includes a set of auxiliary timing contacts that operate simultaneously with the sensing pins and assure accurate synchronization with associated transmitting equipment. Dimensions: 5″ high, 6″ wide, 11″ deep. Models available for reading 5, 6, 7, or 8 level codes.

Tape Punch—Produces fully perforated tape. Equipped with "low tape" warning mechanism which can be wired to external alarms. Tape container designed for easy access. Dimensions: 12″ high, 8″ wide, 16½″ deep. Available in two models—one for punching standard 5-level communications code (11/16″ tape); the other adjustable for punching 6, 7 or 8 level codes (7/8″ or 1″ tape).

Teletype Corporation manufactures this equipment for the Bell System and others who require the utmost reliability from their data communications facilities. For free descriptive literature on the CX and BRPE units, write Teletype Corporation, Dept. 36G, 5555 Touhy Avenue, Skokie, Illinois.

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(Circle No. 42 on Reader Inquiry Card)

Navy dedicates Larc II, largest EDP system

dealing with direct labor distribution, attendance, production, quality control, down time, and similar management information. These data can then be processed to provide reports and summaries on which management can evaluate performance, cut labor costs, schedule operations more efficiently, and control inventory.

Up to 50 input stations can be connected to one central recording station. Each station accepts prepunched IBM cards, identification cards or badges, variable, fixed, and external data. Data are transmitted to the central station and recorded on punched tape, or optionally on punched cards in computer language. Time and date are automatically recorded with each message.

The price of an input station is $1,250 and the recording station $5,500 to $6,500 depending on options.

Circle N-1 on Reader Service Card

Bidirectional tape reader announced by Omnitronics

A new bidirectional Photoelectric Tape Reader, Model PTR-71, incorporates the same application of chopped reflected light previously developed by Omnitronics, Inc., a Borg-Warner subsidiary.

The bidirectional drive enables instantaneous tape reversal to be accomplished with a unidirectional synchronous speed motor. Two capstans are driven in opposite directions continuously, with respective solenoid actuated pinch rollers determining the tape direction.

Model PTR-71 reads all standard tape widths and up to eight channels plus sprocket in either strip, loop, or reel tape models at any one of nine standard speeds up to 100 inches a second. The bidirectional feature facilitates a different tape speed for forward and reverse directions.

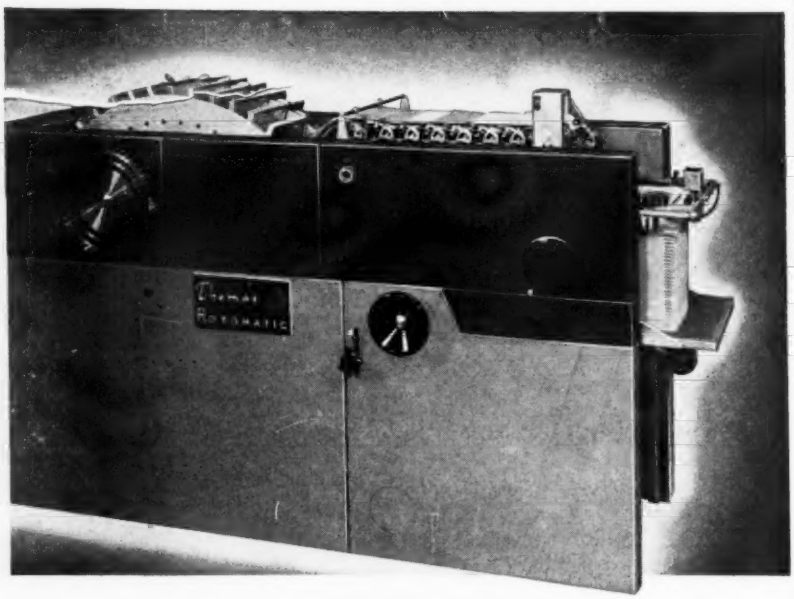
Circle N-2 on Reader Service Card

Navy's new Larc computer calculates in nanoseconds

New research techniques which shorten development time and optimize design of nuclear reactors were announced by the Navy during ceremonies in Washington, D. C., dedicating the Univac Larc II, the largest electronic computing system in operation.

The Navy's new computer, built by Remington Rand Univac Division of Sperry Rand Corp., operates at the speed of 250,000 additions or subtractions a second. Larc II speeds are rated in nanoseconds—billionths of a second.

Larc contains over 80,000 transistors and 600 vacuum tubes in two connected computers and associated auxiliary devices which make up the system. The high-speed magnetic core memory stores up to 36,000 characters. An additional 36 million characters can be stored on 12 high-speed memory drums which transfer information at speeds up to 1,323,000 characters a second.



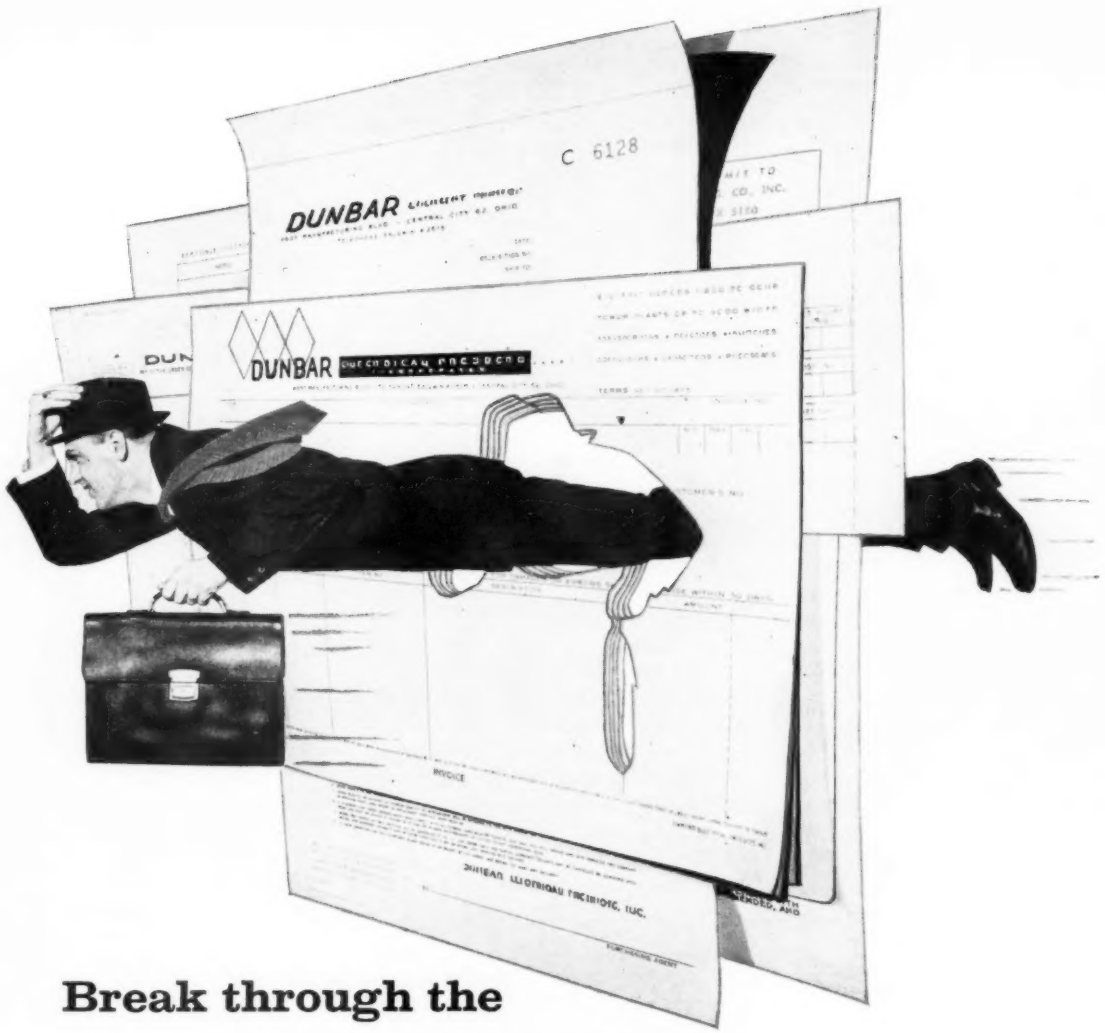
New 50-Station Collator pays for itself in a year!

No empty claim! 94 recent installations prove it over and over again! Manhours saved, overtime eliminated pay the way for Thomas' new Rotomatic. This, together with other performance-proved facts, turns the assembling of duplicated sheets into sets from a time-eater to a profitable worksaver. In versatility, speed, accuracy and compactness, none can compare. You're your own best judge — write for more information.

- Accurately collates, counts and staggers 25,000 sheets per hour . . . stitches at a slightly lower rate. Occupies only 17½ square feet of floor space.
- Exclusive pushbutton programmer permits different collating jobs to be run at the same time.
- Loads in less than 7 minutes . . . no vacuum systems or fans to adjust, no need to compensate for weights or finishes of stock.
- Handles sheet sizes from 7¼" x 8" to 11" x 14" in almost every weight and finish. Foolproof miss and double detector stops machine instantly, preventing errors in finished sets.

THOMAS COLLATOR INDUSTRIES, INC.
A subsidiary of Thomas Collators Inc.
Dept. E4, 100 CHURCH STREET, NEW YORK 7, N. Y.

(Circle No. 43 on Reader Inquiry Card)



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NEW SYSTEMS AND EQUIPMENT

For more information circle numbers on reader service card.

Electric typewriter ▲

The Olympia SGE-21 has 46 glare-free keys and a choice of a 13, 15, or 18-inch interchangeable carriage. Space bar and back space key have automatic repeater action; the margin release key can be used as an interrupter to halt carriage at any point; by holding the carriage return key paper can be fed into the machine automatically, to the desired position. In addition, there are five automatic repeater keys, impression regulator, tab set and clear keys, and horizontal and vertical half spacing. Inter-Continental Trading Corp., 90 West St., New York 6.

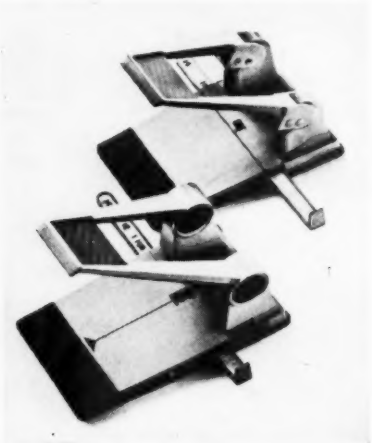
Circle N-3 on Reader Service Card

Metal furniture ▶

A wedge-shaped occasional table clamp-on tables, a 36-inch round top occasional table, upholstered benches, and a sculptured arm chair have been added to the "Encore" group of furniture. Encore chairs include a no-sag spring construction under the four-inch foam seat, a buckram mesh liner, and a Walnutone finish on the square tubular frames. The Howell Co., Dept. AM, St. Charles, Ill.

Circle N-4 on Reader Service Card

For more information about any product circle corresponding number on reader service card inside back cover.



Paper punch ▲

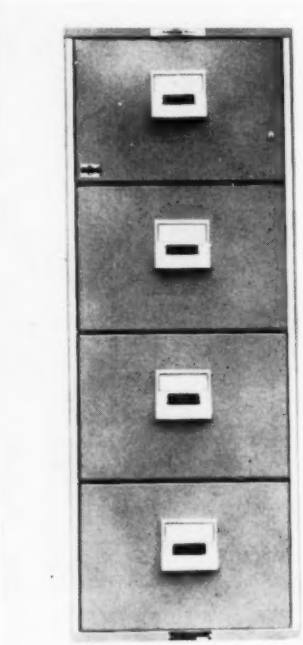
The Acco 440 punches up to 36 sheets of 16-pound bond paper at one time; the model 110 has a 21-sheet capacity. Both punches have a none-position gauge that automatically centers holes for a wide range of paper sizes. Acco Products, Ogdensburg, N. Y.

Circle N-5 on Reader Service Card

Clipboard ▶

Made of plastic, the "clipboard desk" has a drawer that slides open to form a carrying case for notes and papers. The case measures 10 by 14 inches and weighs only 1½ pounds. Evans Specialty Co., P.O. Box 8128, Richmond 23, Va.

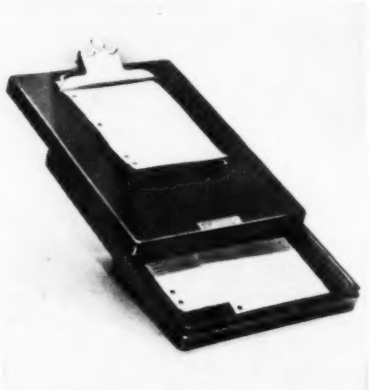
Circle N-6 on Reader Service Card



Insulated file ▲

The Citadel Safe-File "60" insulated filing cabinet carries the Underwriter's Laboratory "D" label for withstanding several disaster tests, one of which exposed the cabinet to a 1,700-degree fire for one hour without damage to paper contents. Remington Rand Systems Division of Sperry Rand Corp., 122 E. 42nd St., New York 17.

Circle N-7 on Reader Service Card



Secretarial desk ▶

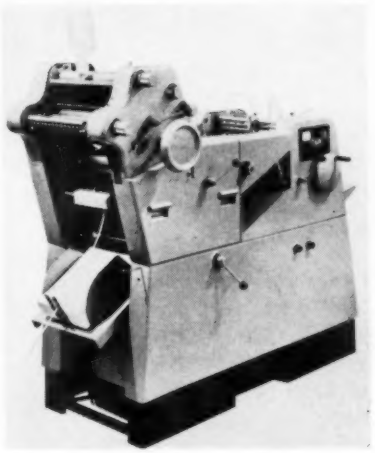
Secretarial unit in the Top Brass line has a plastic top that measures 60 by 30 inches; the "L" return measures 42 by 18 inches. Tapered legs are polished brass; hardware is black and brass to complement walnut finish. Central Desk Mfg. Co., 454 Armour St., Chicago 22.

Circle N-8 on Reader Service Card

Stapling machine ◀

Sheets are automatically jogged, stapled, counted, and stacked by the Automatic Stapler. Equipped with a dual head, the unit drives either one or two staples simultaneously. The Automatic Stapler can be integrated with the Gathermatic collator or operated independently. Thomas Collators Inc., 100 Church St., New York 7.

Circle N-10 on Reader Service Card



Offset press ▲

The Chief 15 will handle sheet sizes from 3 by 5 inches to 11 by 15 inches for black and white or color offset printing. All operating controls on the machine are grouped on the operator's side, including a ten-position speed control that regulates output from 3,400 to 7,200 impressions per hour. A single Vernier control on each cylinder adjusts tension on plates and blankets. American Type Founders, 200 Elmora Ave., Elizabeth, N. J.

Circle N-13 on Reader Service Card

Adding machine ▲

The Numerator 99 electric 10-key adding machine has a "non-add" key that prints but does not add in the machine; full 9-figure capacity; and weighs 8½ pounds. Retail price, approximately $169.50. Cromwell Business Machines, 7451 Coldwater Canyon Ave., North Hollywood, Calif.

Circle N-11 on Reader Service Card

Equipment storage ▲

Counter height panel storage unit is designed to house data processing accessory equipment such as control panels and tape reels. The unit has anodized aluminum shelves. General Fireproofing Co., Youngstown, Ohio.

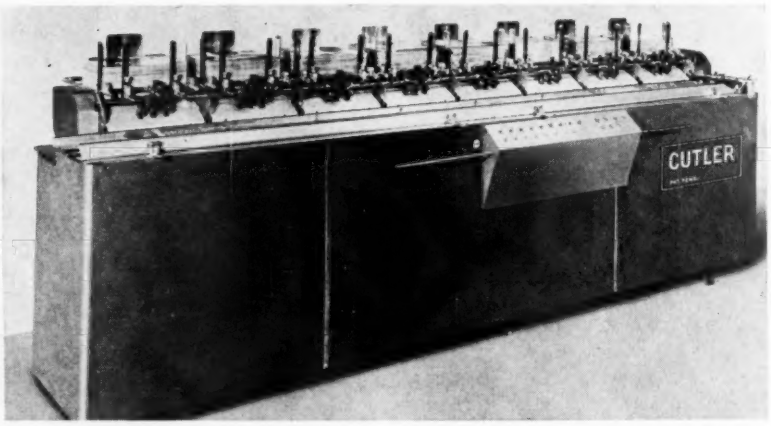
Circle N-9 on Reader Service Card

Electric-manual typewriter ▶

The Electra 12 has a 12-inch carriage with manual carriage return, and a standard 88-character electrified keyboard. The unit sells for $184.50. Smith-Corona Marchant Inc., 410 Park Ave., New York 22.

Circle N-12 on Reader Service Card

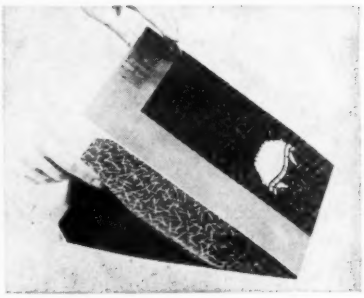
NEW SYSTEMS AND EQUIPMENT



Collator ▲

Adaptable to many tasks, the new Cutler collators can gather and collate sheets, folders, signatures, and perform inserting operations at a top speed of 5,000 cycles an hour. Work feeds out the bottom of the stack and is loaded from the top, permitting loading while in operation. Automatic controls stop the machine and locate errors; other controls make adjustments for changes in sheet size. Work ranging in size from 3½ by 5 inches to 9 by 13 inches can be accommodated. Automated Business Machines Corp., P.O. Box 1819, Rochester 4.

Circle N-14 on Reader Service Card



Copy film ▲

The Plastisol F-100 Carbnpad typewriter carbon paper is said to resist wrinkling and punctures and is packaged in a pad containing 100 sheets. Carbnpad is made by coating a film base with a plastic ink formula; the ink is suspended in a tiny cellular network that gives a high degree of "capillary action." Columbia Ribbon & Carbon Mfg. Co., Inc., Herb Hill Rd., Glen Cove, N. Y.

Circle N-15 on Reader Service Card

Arm chair ◀

Made of moulded, lightweight fiberglass with steel legs, the FG 101 arm chair is available in eight decorator colors. Black baked enamel legs are fitted with swivel glides for easy moving. Emeco Corp., Hanover, Pa.

Circle N-16 on Reader Service Card

Microfilm reader-printer-copier ▲

The Micro-Mate microfilm reader-printer-copier accepts transparencies of 16 or 35mm., strip film and punched card mountings, and prints up to a size 18 by 24 inches. Prints are made in 10 seconds without darkroom; prints dry in less than a minute at room temperatures. The unit can also be used as a standby office copy machine. Federal Mfg. & Engineering Corp., 1055 Stewart Ave., Garden City, N. Y.

Circle N-17 on Reader Service Card

Addressing machine ▲

Transfer process addressing machine will imprint up to 200 smearless impressions, in black, blue, or purple, from a 3 by 5 Dashmaster file card. Information is typewritten on the master card, or it may be handwritten with a ball point pen. The manual model, weighing 30 pounds, will address 3,500 pieces of mail per hour; the electric model addresses 5,400 pieces per hour. Dashew Business Machines, Inc., 3655 Lenawee Ave., Los Angeles 16.

Circle N-18 on Reader Service Card

Scale ◀

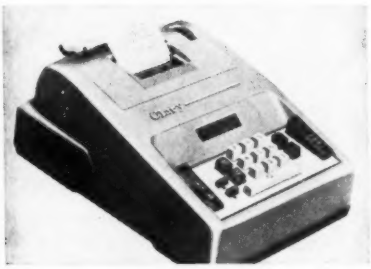
The Mite parcel post scale measures only 3½ by 4½ by 4½ inches and is designed for parcels up to four pounds. The easily read dial indicates all land and air parcel post rates for all eight zones. Calibrated in quarter-pound units. Dial interchangeable with one showing first-class rates. B-T Co., 121 N. Broadway, Milwaukee 2.

Circle N-21 on Reader Service Card

Folding chair ▶

The "Mobile Seating" line of chairs is available in ten metal frame and 15 vinyl upholstery color combinations, or in custom colors supplied by special order. The Model C-700 chair folds to a compact 2½ inches. Brewer-Titchener Corp., Cortland, N. Y.

Circle N-22 on Reader Service Card



Adding machine ▲

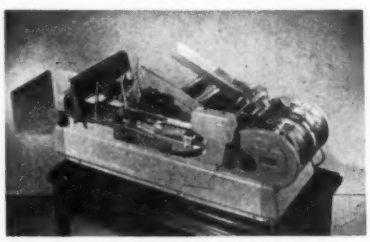
Clary-Remington Rand introduced three new adding machines: a 10-key electric and two 10-key hand-operated adding machines. The electric Model 3 (shown in photograph) features addition, direct subtraction, automatic totals and sub-totals; automatic credit balance is optional. All controls are automatic and answers print in red. Clary Corp., 408 Junipero St., San Gabriel, Calif.

Circle N-19 on Reader Service Card

Copier ▶

An 11 by 17-inch matrix allows the Verifax copier to reproduce two 8½ by 10-inch letters at the same time; it can also reproduce maps, four-page letter-size folders, and other large documents. The new unit weighs 41 pounds, is 24 inches wide, 23 inches deep, and 14 inches high. Business Photo Methods Sales Div., Eastman Kodak Co., Rochester 4, N. Y.

Circle N-23 on Reader Service Card



Folding and inserting machine ▲

Model 3300-FH electric folding and inserting machine will fold and stuff one enclosure at a time into envelopes up to 6 inches deep by 9½ inches wide. The folding machine detaches from the inserting machine for the routine insertion of tabulating cards and checks. Pitney-Bowes Inc., 2906 Walnut St., Stamford, Conn.

Circle N-20 on Reader Service Card

Microfilm reader ▶

The Starlet motorized 16mm. microfilm reader weighs 32 pounds and can advance or rewind a full 100-foot Recordak magazine in 16 seconds. The reader screen is 12 inches wide by 10⅞ inches high; it will also accept microfilm spooled on conventional reels with the aid of a simple adapter. Recordak, 415 Madison Ave., New York 17.

Circle N-24 on Reader Service Card

Rocking chair ▶

Bangkok teak rocking chair in the Danish Craftsmen line of office furniture has cushions of polyester with concealed zippers for easy removal of covers. Approximate retail price, $120. John Stuart Inc., 32nd St. & Park Ave., New York 16.

Circle N-25 on Reader Service Card

ADMINISTRATIVE MANAGEMENT sponsors the "Office of the Year" awards, given each year for the past 11 years to the nation's six leading new offices.

RECEPTION ROOM: MIRROR OF YOUR COMPANY

Does the reception room reflect your business' personality?

By JOHN M. SINE

WHO IN YOUR organization can receive a guest, make him comfortable, and introduce him to the purpose and character of the company in five minutes? Without being aggressively offensive? It is too much to ask of the most sparkling social officer—but not the reception room.

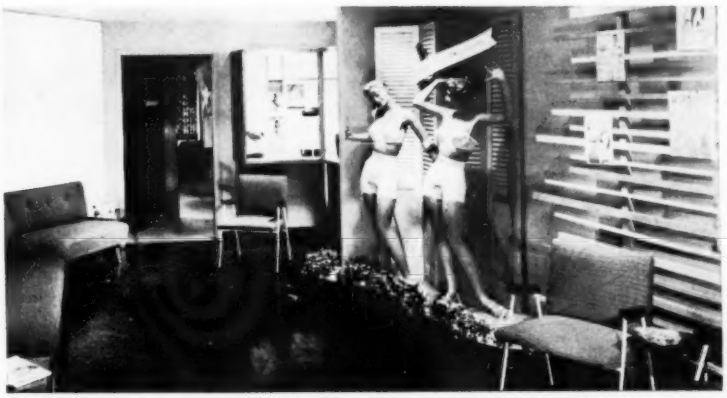
The reception room is a company's first official host and, with the help of a receptionist, it should quickly relieve a visitor of any misapprehension as to the business it represents. A receptionist schooled in the proper desk-side manner can prevent a friendly greeting from turning into an admittance procedure. A visitor treated routinely, as an imposition on the personal life of the receptionist, is made to feel boorish at the outset of his visit. If this attitude is reflected throughout the reception room it is unlikely that the company has many eager guests. It is also doubtful that it cultivates many enduring business relationships.

Businessmen who realize the

The personality of Olin-Mathieson Chemical Corp. is revealed through a vast display of the company's products. Designed by Designs for Business Inc., the room exudes professional know-how, graciousness, and competence. It is a signal of success.

In the reception room of dentist Charles De Beers, Astoria, N. Y., a painting entitled, "The Dancers," reflects a graceful professional approach. Painted by D.D.S.-artist David Solot, the picture calms even the smallest patients.

Push button mechanized display, designed by Tom Lee for the Tea Center, New York, quickly characterizes the beverage.



Reception room of Jantzen Knitting Mills by Michael Saphier Associates Inc., New York, ties in unmentionables with national mentioning campaigns.

Magazine cover plates adorn the ceiling of the 34th floor elevator lobby at Time, Inc., New York. Unique, artful, the display designed by Designs for Business, Inc., tells a story of accomplishment and national prestige in an area often left untouched by inspiration.

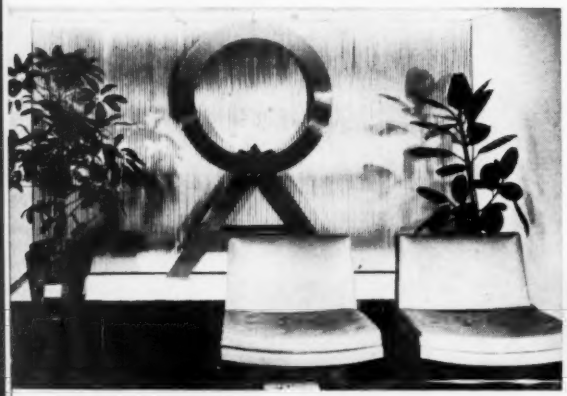
A trademark gives the office of The Manhattan Shirt Co. instant recognition. Inside the reception room seasonal products are displayed. Design by Michael Saphier Associates Inc.

OFFICE DESIGN

value of company hospitality are giving a larger portion of the decorating budget to the reception room. In many cases it is the only area of an office that strives for design perfection and sumptuousness. Deep carpets, matched woods, a custom-designed reception station, comfortable furniture, and a professional receptionist, seem to be the combination presently calculated to win the temporary admiration and confidence of the visitor.

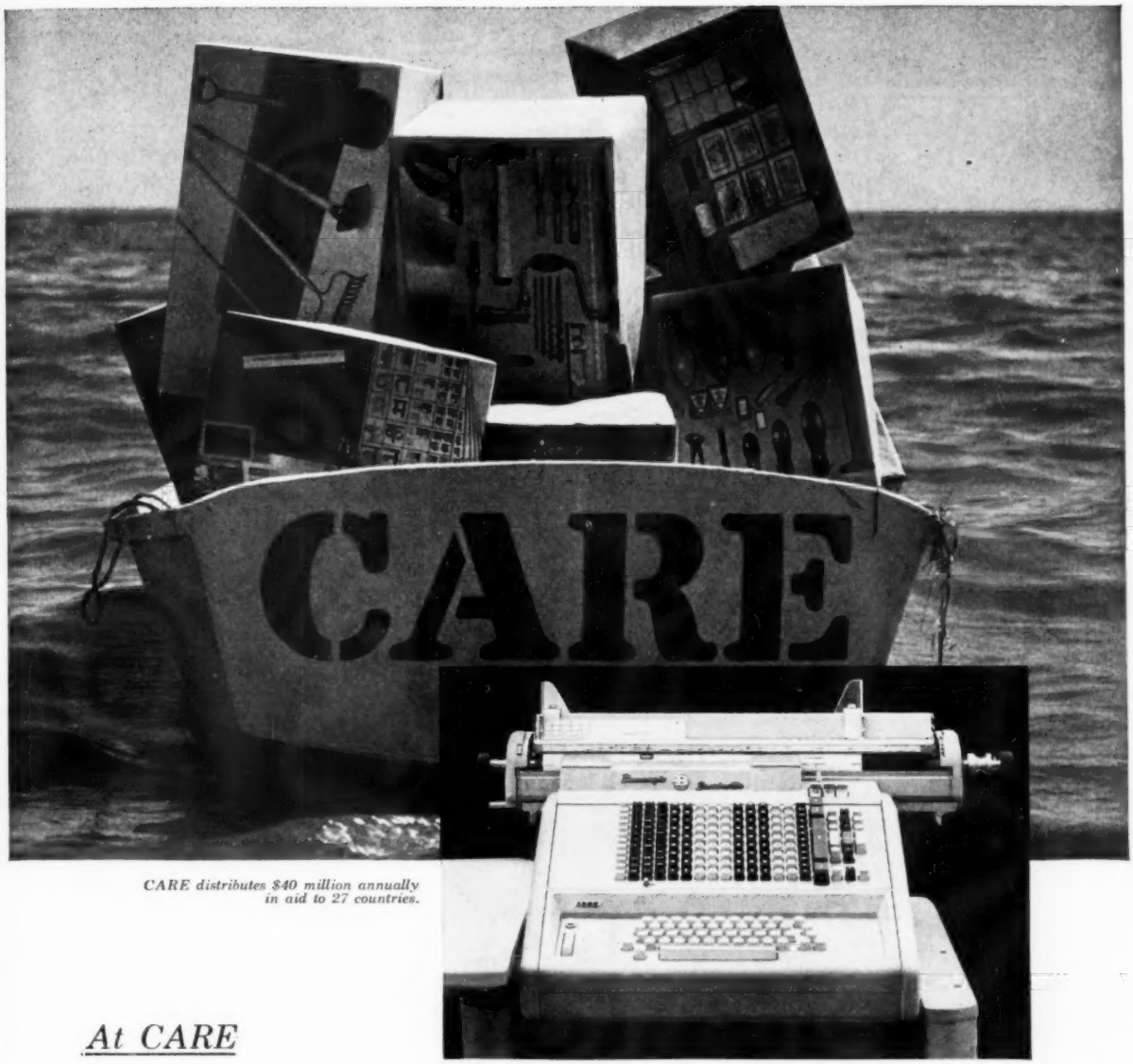
"Temporary" because the reception room can do more than make a guest feel at ease; it can perform an *introduction.*

With sincerity and persuasiveness the reception room can say to the



The reception room of Olin Mathieson Aluminum (left) reflects the symbol and personality of the product. At Corning Glass products are dramatically arranged. Both areas were designed by Designs for Business Inc.

Walls of products form the background of the reception room at Seagram and Sons, New York. The opposite walls contain colorful abstract murals for composition, visual relief. Design by J. Gordon Carr.



CARE distributes $40 million annually in aid to 27 countries.

At CARE

Burroughs Typing Accounting Machine pays for itself in ten months

The scene: the busy New York headquarters of CARE (Cooperative for American Relief Everywhere, Inc.). **The jobs:** cash receipts accounting and cash receipts control. **The equipment:** Burroughs Typing Sensimatic Accounting Machine. **The results:** Bernard Kerbel, director, Methods and Procedures and Remittance Division of Care reports: "The equipment paid for itself in ten months through direct operating costs saved. But the most important benefit is that we now have more immediate records and more current control of our complex operations than ever before."

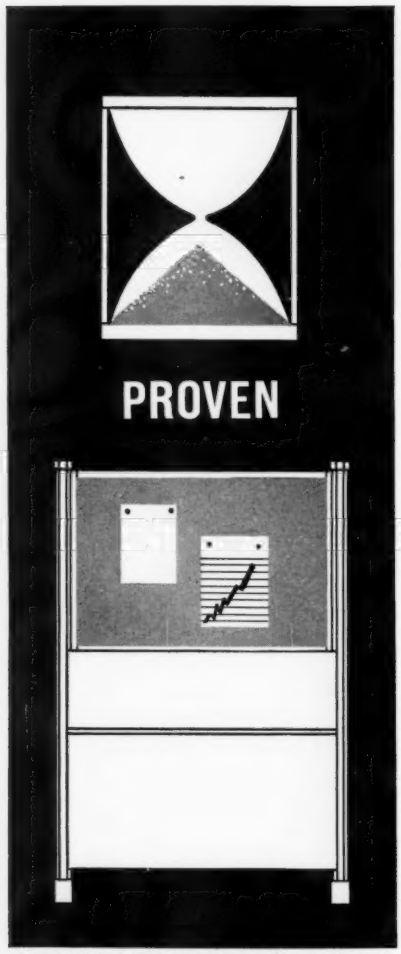
Burroughs and Sensimatic—TM's

For businesses of every size: Burroughs data processing line ranges from accounting machines to complete computer systems. It's backed by outstanding services and systems knowledge, known for outstanding results. **For details,** action—and results—call our nearby branch. Or write Burroughs Corporation, Detroit 32, Michigan.

Burroughs Corporation

"NEW DIMENSIONS / in electronics and data processing systems"

(Circle No. 11 on Reader Inquiry Card)



OFFICE PARTITION-ETTES®

Arnot Partition-ettes by Royal originated with the modular concept of office design. No other line in the field has since concentrated or specialized to the same degree. The diversity, economy, and flexibility of product resulting from this experience is Arnot's **alone,** but can be yours. Partition-ettes are an integral part of the exciting modular concept of office design and only Royal gives you such flexibility, such completeness, such quality! Write for all the other features that make Arnot Partition-ettes PROVEN!

Arnot Furniture Division
ROYAL METAL MANUFACTURING CO..
Dept. 6-G, One Park Avenue, N.Y. 16, N.Y.
Please send me the Partition-ette® story.
Name_____
Firm_____
Address_____
City_____ Zone____ State_____

Royal®
OFFICE FURNITURE

(Circle No. 6 on Reader Inquiry Card)

OFFICE DESIGN

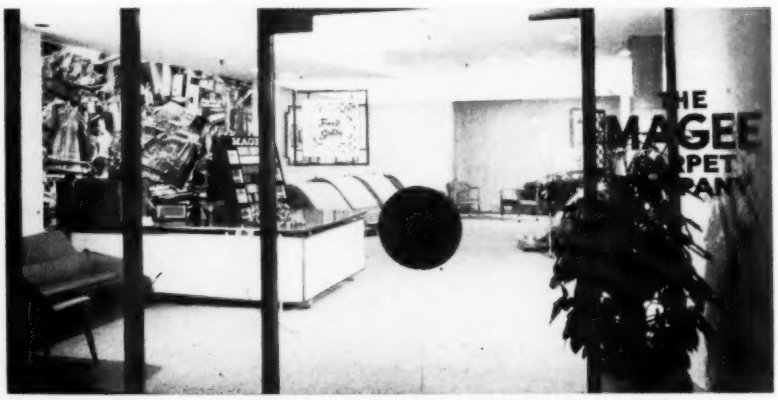
Products help define the company personality

visitor, "This is the Bedrock Company. Be assured that it is sound, that its manufacturing facilities are modern, efficient, and that its management is intelligent and aware of Bedrock potential. As you see by our products, we strive for excellence. We like others who maintain similar qualities; our business depends upon it." This introduction to the Bedrock Company is performed silently, effectively, by the reception room. All of the prescribed ingredients that make a pleasant room are present, but they merely form a base by which the introduction is performed. The company product is handsomely displayed, in full view of visitors, although it is not a handsome product. Near it are a succession of models showing product development. There are also pen and ink drawings of future products not yet in production, action photographs of employees, manufacturing facilities, a hint of good safety records.

By using the company's product or service as a theme for reception room decoration, the designer has unlimited variations on which to play: the processes of manufacture; raw materials; by-products; awards; quality testing and research; affiliations; employees. Each is a subject that helps define the personality of the company.

The reception area at Philip

The entrance of the Dow Chemical Co., designed by Tom Lee, gives an immediate picture of the company's national network of plants, warehouses, and offices.



Reception and sales are combined at the New York showroom of the Magee Carpet Co. Note photo-montage of manufacturing facilities. Design by Duffy, Inc.

Morris, Inc., New York, uses well-lighted, glass-enclosed window cases to show various instruments used in testing their tobacco products. Photographs showing the instrument being used make an informative background for each display. At Seagram and Sons, New York, floor-to-ceiling wall cases display row after row of the company's bottled spirituous beverages. The opposite walls are covered with abstract murals to add color and free composition.

A large ceiling-to-floor map of the United States, mounted on a natural wood background, dominates the reception room of the Dow Chemical Co., New York. The map shows the location of various offices, plants, and warehouses of Dow throughout the country.

In each case illustrated the company has found a unique way of using its product or service as a theme of reception room decoration. Each case is an unqualified success.

Displays link product to source

For companies who make many products a display case can serve to associate common product names with their source of manufacture. A guest of Richardson-Merrell, Inc., sees immediately upon entering the reception room that it is the manufacturer of such products as Vick's Cough Drops, Cepacol, Precalcin, and other familiar brand names (including the one billionth jar of Vick's VapoRub). Display cases should be cleaned regularly.

A brand name or company symbol can be especially woven into carpet or draperies to form a permanent product reference amid changing decorations. Continuity of decoration is thus maintained while displays are changed on a regular schedule.

Art is another medium through which the company personality can be expressed. Forming the backdrop of reception at the Nestle Co., White Plains, N. Y., is a gesso mural by Louis Ross depicting the history of the firm. The reception room at

beauty that's more than finish deep—

Peerless

stylized office furniture

New York
Chicago
Houston
Seattle
Los Angeles

PEERLESS STEEL EQUIPMENT COMPANY
Unruh and Hasbrook Avenues
Philadelphia 11
Pennsylvania

(Circle No. 31 on Reader Inquiry Card)

"Never stop selling your product."

Bourjois Perfumes, New York, is an example of simple design and total success in creating a significant setting. In a lighted panel by the elevator doors a bottle of perfume is framed. Beneath this simple display there are two armchairs. Along the largest, unbroken wall, there is a mural by Bernard La Motte, of Paris as seen from a path along the Seine. The floor is heavily carpeted. So sparse are the furnishings that one is immediately whisked off to Paris before meeting the receptionist of one of its best perfumers.

"You should never stop selling your product in the reception room," says office planner Robert K. Gad, "although it must sometimes be done by inference. If you are in the fertilizer business you can't pile it around but you can use plants to emphasize the purpose and success of your product." This is a good reminder for main offices removed from the manufacturing site that often reflect executive plush rather than the organization. By choice, many executives prefer not to be associated with the manufacturing process; there are few products, however, that cannot be implied, or displayed, with the necessary executive reserve.

Some companies have found it necessary to combine the reception area with a showroom thereby placing emphasis on selling the product directly with the aid of a salesman. The comfort of the customer is important, but secondary, since he will be quickly engaged by a member of the company who will personally see to his comfort.

Public-minded companies often expand reception areas into public product exhibitions. Such arrangements are more the function of a lobby than the recepton room. There is normally a point at which the reception room labors beyond its capabilities in attempting to influence the general public.

Corporate imagery

The personality of a company is manifested from *within* the organization by its activities and purpose. A symbol or set of letters is often used in public to refer to a personality too complex for quick recital. Usually a product symbol or trademark, the designation is a point of proven reference, an invitation, a warranty for the facilities behind it.

Conversely, symbols are often coined by image-merchants and imposed upon an organization (as if it were the product being sold), as part of a plan by which the company becomes "solid," or "diversified," or "defense," in the public eye. Since this image is made for the general public it is necessarily general. Multi-syllable names are shortened, specific products and services are abstracted and reduced to a common denominator which is finally made graphic in an easy-to-remember logo (for those who have difficulty remembering). The image is no longer a simple imitation of

(Circle No. 9 on Reader Inquiry Card)

the company personality. It elevates, bloats, and to those who value literacy, it obscures. The logo is often surrounded by photographs of ascending rockets, a model molecular structure of the atom, a photograph of Mars, etc. Through this process the corporate image becomes chimera; it yearns for the position of demi-god in the world of industrial wonderlands.

It is shocking to discover that the company you thought pioneered "space" single-handed—a vortex of advanced, scientific, progressive, ALL—actually makes a common—although very good—household product.

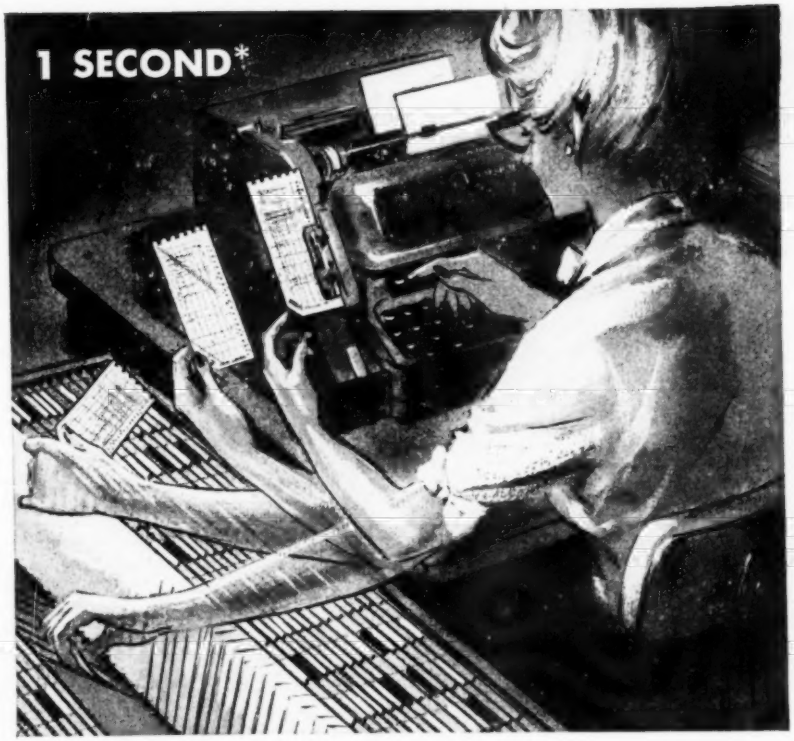
Companies that dote on their image might benefit by asking if they deserve one. To command authority in the common market or public affairs, an organization must actively participate and maintain constant quality in either area. Allow the authority you rightfully earn to bear your message; it will add to the comfort of your not at all "general" guests.

Needed Characteristics

According to Gad, there are several characteristics of a comfortable reception room not found in many companies: a place to hang hats as well as coats; adequate place for writing messages; a telephone; a toilet; comfortable furniture.

It is more convenient for visitors to enter and leave the offices through the reception area. Hats, coats, umbrellas, can be deposited with assurance, and picked up with ease. The room should be planned to avoid cross traffic between offices. Private discussions between employees can embarrass the visitor or create distracting curiosity. For the same reasons the room should not be an entrance or exit for executives and employees.

When decorating and planning for the reception of guests, take an honest look at your company. Its personality could easily be the most subtle and convincing signpost of enduring business relationships.



No idle machine time here.
Time from file to reading head—

*One second!**

VISIrecord's split-second record location has gained international recognition as "the world's fastest record-keeping system."

VISIrecord speed and convenience, minimizes floor space requirements, operator fatigue—and increases productivity and accuracy.

VISIrecord speed eliminates costly idle machine time on automated applications, and complements machine efficiency—the programmed edge-punched card input easily keeps pace with the most modern machines.

VISIrecord's split-second refiling, accomplished during machine's operating cycle, eliminates idle machine time.

Your VISIrecord Systems Specialist is ready and able to provide proof of related accomplishments achieved by thousands of satisfied customers.

Meanwhile write for Case Histories and list of satisfied companies in your industry.

*Observation of experienced operators by General Electric Co. Receiving Tube Dept.

VISIrecord, inc.

375 PARK AVENUE, NEW YORK 22, N. Y.

VISIrecord

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Systems Specialists in Principal Cities

(Circle No. 45 on Reader Inquiry Card)

Part 2

WHAT THEY SAID AT

Preparing management for data processing

By LIONEL E. GRIFFITH
Assistant Controller, International Latex Corp.

"First, we show, by example, that we are capable and energetic. We measure our own performance and set increasingly higher standards. . . . When we address management we talk in the language of management, avoiding the jargon of our trade. . . . We exhibit skill in planning all the work for which we are responsible. We *recommend* courses of action.

"We do not talk to management without being properly prepared 'costwise' . . . We should be thoroughly familiar with the literature covering our responsibility area, and we should see that management is kept informed of forward moves being made in this area. . . . We must set up effective production control procedures within our data processing operations to determine realistic project completion dates.

"We must insist that management states the objectives of the data processing program, translating these objectives into profit goals . . . We must correct the notion that automation spells trouble to our management or to their employees."

Total administrative expense control

By FRANK M. KNOX,
President, Frank M. Knox Co., Management Consultants

"The time has come for management to gear its thinking to total administrative expense control and to stop trying to plug the gap with home remedies or half-way measures.

"The total administrative expense control problem divides itself into four logical parts: management and organization requirements; systems and procedures control; clerical supervisory control; forms, reports, and records control.

"Each of these areas is important within itself, and the second, third, and fourth are each capable of achieving very considerable results . . . [but] it is not enough to have a data processing study going on in one place while a study of management reports is undertaken in another place . . . while the intra-departmental paperwork problems remain to be solved on a do-it-yourself basis at the local level.

"The first and most important qualification . . . is that management must have a full consciousness of this problem."

Records management: what? where? why? how?

By MISS LETA J. STROBEN
Supervisor, Products and Systems Shaw-Walker Co.

"There are only three legitimate reasons to accumulate records and then only for definitely specified periods: 1) for legal reasons, 2) for historical reasons, and 3) for necessary reference.

"The Hydra that gorges itself on juicy operating costs is made up of: 1) unnecessary records, 2) records for 'alibi' purposes, and 3) multiple-multiple copies.

"Technically speaking, any record which is not needed is unnecessary, which isn't really gobbledygook.

"These, then, are the elements for the discipline of your records:

1) Recognize the need;

2) Establish the program with management backing;

3) Inventory the records;

4) Analyze the system to get the simplest and best for your company;

5) Provide trained personnel to operate;

6) Set up retention schedules and follow them; and

7) Prepare a manual of procedures."

NOMA

Speakers at St. Louis convention pointed out areas of challenge

New concepts in cutting administrative costs

By C. H. MILLER
Systems and Procedures Manager
H. D. Lee Co.

"There are two approaches to holding [office] costs in balance. One [is] sophisticated . . . the large, highly technical devices for automatic data processing with prices that can run into five and six figures. [The other is] basic equipment, such as typewriters, copying machines, adding machines, pencil sharpeners, and others. . . . Before you begin thinking about the sophisticated equipment, you should take a good hard survey of your basic office operation.

"Sixty years ago the value of office machinery per clerical worker was $70. More recently it was $260 — and it's still climbing.

"Let's aim first at finding the savings . . . we can take advantage of without having to lay out a lot more hard cash:

1) Forms simplification;

2) Decentralization of office equipment to place it at the point of need; and

3) Use of copying machine to eliminate needless manual copying of records."

Planning and organizing for integrated systems

By ROBERT D. PASH, *Director,*
Planning & Administrative Services
Micro Switch Division

"We in the Micro Switch Division [of Minneapolis-Honeywell Regulator Co.] look forward to the day when all the common threads of our 'paperwork' factory will be woven together into a dynamically integrated system, from receipt and entry of a customer's order, through the planning, regulatory, production, shipping, and invoicing phases, to the preparation and publication of financial and operating statements.

"The necessary tools of scientific management are available, even though they are not in the desired state of refinement. Our job . . . is to develop these tools and apply them to . . . our problems.

"We believe that the coming era will see nearly as much competitiveness in systems development as in product development and marketing. In fact, the conceptual systems format will lend itself to assisting product efforts. . . . Through reorganization, the systems and data processing area may become the focal point for management information and control."

Operations research for inventory problems

By DAVID B. HERTZ
Principal
Arthur Andersen & Co.

"You can control inventories: 1) if you want to, and 2) if you understand their basic characteristics. . . . Inventory is a tool for profitable operations if it is in the right place, in the right amounts, at the right time.

"So, in order to make the most out of the inventory we need, we first determine 'how much' to order by minimizing the sum of our ordering costs and the cost of carrying inventory. Then we must get the facts about the variation of demands and lead times.

"To do this, we can consider that they are *independent* variations which result in a combined variation of *demand during a lead time.* . . . With this, we can define a measure of the variation; statistically it is the 'standard deviation' of the demand over lead time.

"Through these techniques (and others) we can bring our inventories under control. We cannot always control the variations in what our customers want . . . but we can get information about these things."

WHILE MOVING company offices is certainly not an everyday occurrence, immense savings in time, manpower, material, and, of course, money will be realized if company administrators are aware of correct procedures.

Even though the basic programming of the new offices is frequently handled by professionals, the office manager and department heads bear a large responsibility in seeing that the physical move itself goes smoothly.

The following check lists, developed through trial and error by Theodore Sofia Jr., executive vice president of the New York moving firm of Sofia Brothers, Inc., can make any company move smoother, easier, and consequently more economical:

First, management must know some basic facts about a move to new quarters:

1) Ordinarily, it takes place over one or several successive weekends, to avoid loss of work time.

2) Ordinarily, all *new* furniture will be in place before the move. However, all equipment and material and furniture that is to be reused must be prepared.

3) The mover will provide corrugated containers and bins for packing books and stock-room supplies a day or two in advance. This packing can be done by movers at a time least likely to interfere with day-to-day operations.

4) Movers will provide labels that are color-coded to correspond with the layout of the new offices. Labeling will be done by movers.

5) A representative from each department should be appointed to act as liaison with the movers and should be provided with a check list.

6) Communicate information about the move, with as much candor as policy will permit, to all employees. Give the dates of the move and explain its complexities.

7) Designate department representatives to answer questions and to maintain clear up-and-down contact concerning the move.

8) List the names of these representatives by department to facilitate inter-departmental communication.

Once management has worked out the logistics, the following notice should be given to employees prior to the move:

1) On Friday morning (or before), you will be given cartons in which to pack the contents of your desk (or worktable, etc.). Before you leave at the end of the day, make sure that the things that must be moved are properly packed in the cartons.

2) Pack box tightly to prevent shifting.

3) Place small articles — pens, clips, erasers, etc. — in sealed envelopes before packing in box.

4) Caps of ink bottles, glue, all fluids, must be turned tightly to prevent leaking, and then packed to prevent breakage.

5) Ink wells and desk sets must be emptied.

6) Do not take ash trays. Others will be provided in our new quarters.

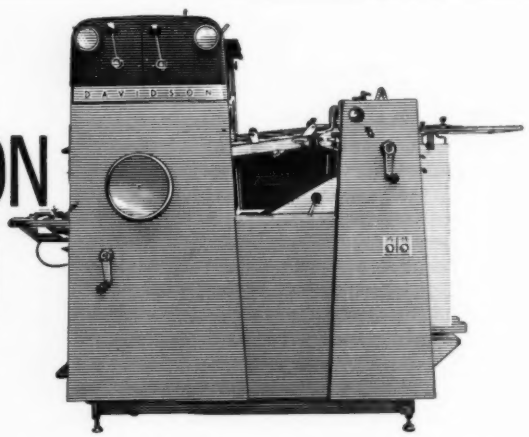
7) All personal effects — money, fountain pens, lighters, articles of clothing — should be taken to the new location by the owner.

8) When your desk is emptied, if you have keys for it, attach them with tape to bottom of center drawer.

9) Study the floor plan to locate your desk position or work station in the new building. Your department has a copy of the floor plan, or you can study one of several copies on display in the foyers.

10) You should familiarize yourself with the plan so that you can report to the assigned location on Monday morning.

compare the all-new
DAVIDSON DUALITH 500



For amazing new efficiency & economy in office & business printing

Now this one compact, superbly styled Davidson Dualith 500 will handle virtually every office and business printing requirement.

For quality and efficiency the new Dualith 500 is unequalled. It delivers up to 8,000 top-quality, money-saving impressions per hour...up to 16,000 on "both sides at once" jobs.

Its operation is quieter, easier and far more convenient. And its increased productivity and other cost-saving features will delight the time- and motion-study engineers!

Add to this its attractive appearance, the smart new decorator colors available and the printing flexibility and versatility of the Dualith 500, and we are sure you will agree it's the biggest advance in small offset equipment in more than a decade! Send today for colorful brochure. And better yet, see a demonstration! Consult the "Yellow Pages" for the Davidson office nearest you or write directly to

Davidson
DAVIDSON CORPORATION
Subsidiary of Mergenthaler Linotype Company
29 Ryerson Street, Brooklyn 5, N. Y.
YEARS AHEAD IN DESIGN—MILES AHEAD IN PERFORMANCE
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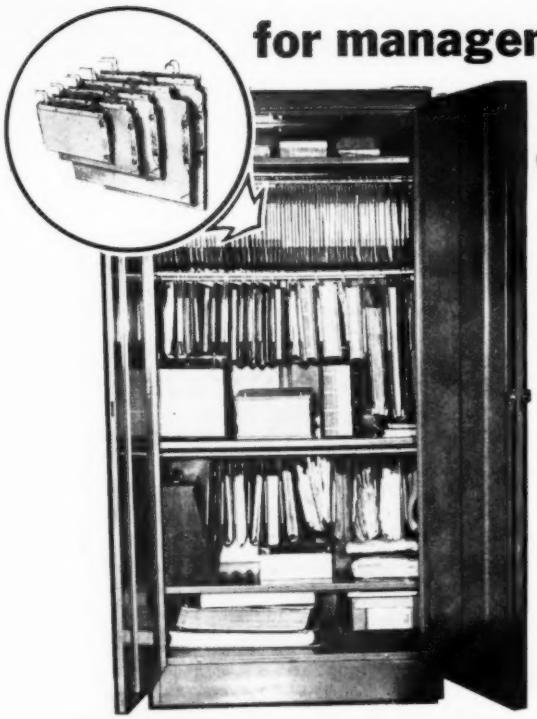


for management with *Imagination* versatility in filing

- Filing folders with side indexing
- Made of strong superior Kraft paper
- Durable and resistant—reinforced working edges
- Perfect label visibility
- Snap System providing continued accordion type hammock for sub-filing or closed folder feature
- Color labeling and color signals for convenient, efficient planning and organization systems
- Folder sizes in all dimensions
- Easy installation in Storage Cabinets, Closets, Vaults, Safes, Bookcases, Counters, Shelving Posts, Plywood . . . open or closed

OBLIQUE FILING SYSTEM

LIVING FILES FOR A MODERN OFFICE

R. P. GILLOTTE COMPANY, INC. 1222 SUMTER ST., COLUMBIA, S. C.

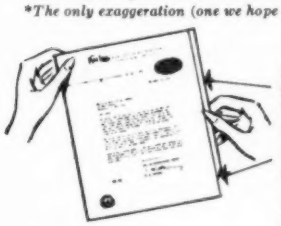
(Circle No. 20 on Reader Inquiry Card)

Secretaries never die...

They just stay young indefinitely*—that is, if they use Kee Lox Grip-N-Pull carbon paper. Ask any girl who is already using it (and note how fresh and vivacious she looks—even at quitting time). She'll tell you what nice copies she gets, how clean they are. And she'll be equally enthusiastic over Grip-N-Pull's other features—automatic warning of last typing lines, automatic rotation, automatic alignment.

You too can stay young indefinitely* by letting Grip-N-Pull carbon paper make your work easier and pleasanter. And your boss will be interested in knowing that Grip-N-Pull, with all its advantages and long wear, still costs no more than regular carbon paper which does not have the exclusive patented features of Grip-N-Pull.

**The only exaggeration (one we hope will cause a smile) in this message.*



All carbons are removed quickly in one clean operation, using uncoated edge. Clean hands, clean work, clean desk.

Lower right of uncoated edge is die cut to tell how much space is left at bottom of sheet.

FREE samples when requested on company letterhead.

"Over Sixty Years of Good Impressions"

KEE LOX **MANUFACTURING CO.**
DEPT. AM-71, ROCHESTER 1, N. Y.
CARBON PAPERS AND INKED RIBBONS

Sold through KEE-LOX branches and selected independent stationers

(Circle No. 23 on Reader Inquiry Card)

Yours for the Asking

Offset duplicator **C-1**

Ditto Inc., 6800 McCormick Rd., Chicago 45. Ways in which the firm's offset duplicator can help to organize, manage, direct, inform, instruct, and sell, are given in an illustrated catalog entitled, "New Road To Profits." The step-by-step methods of making paper and metal offset masters are also shown.

Letterhead design **C-2**

Mr. William H. Brown, National Vulcanized Fibre Co., Parson Paper Div., Wilmington, Del. Eleven letterheads with matching envelopes are included in a "Letterhead Design Portfolio," created by Pratt Institute's department of advertising design. The portfolio gives suggestions on the use of color, design, and type face in effective letterhead design.

Card files **C-3**

The Wright Line, Inc., 160 Gold Star Blvd., Worcester 6, Mass. The company's line of three-quarter suspension of Gold Star Files for tab cards is shown in a fully illustrated brochure. Specifications and prices are given for 20, 12, and 4-drawer models, and for a 20-drawer, full-suspension model.

Copy machine **C-4**

Minnesota Mining & Mfg. Co., Dept. Ll-248, 900 Bush Ave., St. Paul 6, Minn. A 35-page illustrated booklet points out where copying machines may be used in savings and loan associations to provide increased economy. A glossary is included.

Floor maintenance **C-5**

Armstrong Cork Co., Liberty and Mary Sts., Lancaster, Pa. An illustrated booklet, "Guide to the Armstrong Commercial Floor Maintenance System," gives suggestions for prolonging floor life while cleaning, beautifying, and protecting the floor. Cleaning, and maintenance procedures are given with a stain removal chart.

Reference chart **C-6**

Atlas Stencil Files Corp., 16716 Westfield Ave., Cleveland 10. A reference chart lists sizes and types of offset plates, negatives, stencils, blueprints, etc., and indicates the correct hanger or cabinet to be used for each item.

Offset plate-making **C-7**

The Gevaert Co. of America, Inc., 321 W. 54th St., New York 19. The Gevacopy offset process is explained in an illustrated booklet that also lists causes of plate defects and ways to avoid them.

Postage economy **C-8**

Pitney-Bowes, Inc., 2994 Walnut St., Stamford, Conn. "Guessing at Mail Weights Can Hike Your Postage Costs," is a booklet telling the advantage of accurate scales and explaining a simple scale test by which an ordinary silver dollar is used.

Leasing office furniture **C-9**

Yawman & Erbe Mfg. Co., Rochester 3, N. Y. An illustrated brochure explains a new leasing plan for the company's office furniture. Monthly rental rates per $1,000 of merchandise are given.

Office efficiency checklist **C-10**

Smith-Corona Marchant Inc., 410 Park Ave., New York 22. Helpful suggestions for employer and employee are given in a booklet entitled, "50 Checkpoints to Help Improve Your Office and Personnel Efficiency."

Private watermark **C-11**

Bessler-Black, Inc., 565 W. Washington Blvd., Chicago 6. "Your Own Private Watermark . . . the quiet reflection of quality," is a booklet describing the advantage of a watermarked letterhead for your company.

Cash drawer equipment **C-12**

Fen Brown, Fenco Corp., Beverly, N. J. Illustrated catalog depicts a complete line of cash drawer and cupboard units; mobile and counter units; vault units; and other equipment for banks and office use.

Data acquisition system **C-13**

Datex Corp., 1307 S. Myrtle Ave., Monrovia, Calif. An illustrated brochure explains the function and characteristics of the Datex DL-210 data acquisition system.

Data punch **C-14**

Addressograph-Multigraph Corp., 1200 Babbitt Rd., Cleveland 17. The portable Addressograph Data Punch is depicted in a brochure describing step-by-step operation. Several models of the Data Punch for preparing punched cards are shown.

Desk trays, files, waste baskets **C-15**

Lit-Ning Products Co., 170 N. Robertson Blvd., Beverly Hills, Calif. A new catalog features 130 models of desk trays, desk files, cash boxes, waste baskets, and file boxes manufactured by the company. Specifications are included.

Quick duplicating masters **C-16**

A. B. Dick Co., 5700 Touhy Ave., Chicago. A four-page illustrated folder tells how to prepare a fluid duplicating master automatically in four seconds. It shows how to turn an original copy into a master without retyping, how to reduce the size and cost of multi-part carbon sets, and how to use the process to speed paper-work in engineering, accounting, ordering, shipping, data processing and other areas having heavy paper work requirements.

Also worth writing for

Profits for Main Street

Small business men are given solutions to a variety of problems through case histories contained in "Profitable Management for Main Street," a 48-page handbook. Single copies can be obtained from Dun & Bradstreet, Inc., Public Relations Div., P.O. Box 803, Church St. Station, New York 8.

Management development

What do managers do? This is one of the questions asked in a booklet by Robert D. Gray, entitled "The Selection and Development of Management." Professor Gray suggests a program of action and outlines a code of ethics. A single copy can be obtained from Industrial Relations Center, California Institute of Technology, Pasadena, Calif.

Unemployment — cause and solution

The causes of unemployment and possible solutions are outlined in a brochure entitled "Unemployment—Causes and Cures." National Association of Manufacturers, 2 E. 48th St., New York 17.

The coffee break

Would you like to know why the coffee break has become "A National Institution"? Write for a copy of "The Coffee Break," Pan-American Coffee Bureau, 120 Wall St., New York 5.

The value of older professional workers

"Utilization of Older Professional and Scientific Workers" is a booklet summarizing the need for, and benefits derived from, employing older workers. The National Council on the Aging, 345 E. 46th St., New York 17.

Employer reporting

Steps to be followed in completing the Employer Report Form LM-10 prescribed by the Secretary of Labor for employers required to report under Section 203 (a) of the Labor-Management Reporting and Disclosure Act of 1959, are given in a 43-page booklet entitled "Employer Reporting." Write for Technical Assistance Aid No. 4, U. S. Department of Labor, Bureau of Labor-Management Reports, Washington 25, D. C.

ASTM bibliography

Symposiums, manuals, special publications, indexes, standards, and charts published as a by-product of material testing and evaluation, are now given in a 62-page list of publications. American Society for Testing Materials, 1916 Race St., Philadelphia 3.

The future of office automation

"Coming! Automatic Control's Greatest Era," by George M. Muschamp, Minneapolis-Honeywell Regulator Co., outlines the growth of office automation and the possibility of its future "marriage" with the automated plant. Minneapolis-Honeywell Regulator Co., Industrial Products Corp., Philadelphia 44.

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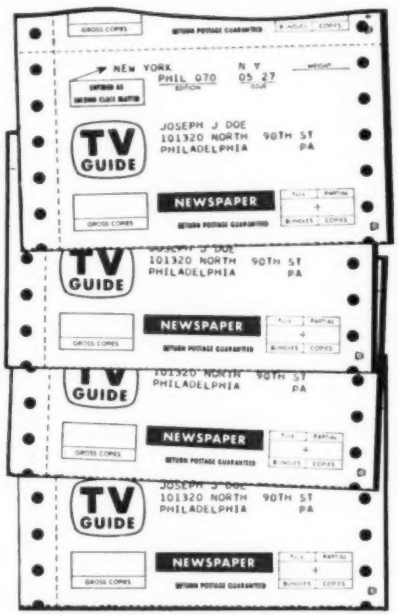

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MAN AT THE HELM

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Ironically, that area is not now the plant nor the general office—however large or "mass"-populated—nor even on various mid-levels of management. Ironically, it is in the executive suite itself—in the president's office, the executive vice-president's office, the administrator's office—that people seem to see not a *man* at the helm, but an abstract Rank, Authority, Power. The trappings of prestige which go with high office are often of great practical and creative benefit to the executive who holds them. They *are* atoms of the stuff from which authority is made, and if the man who wields it seems less the Man and more the Official to some of those under him, perhaps this isn't so bad. But when an executive seems that way to *himself,* he has trapped himself in the swirls of a serious, potentially costly, distortion of reality.

We feel fortunate to be able to bring you this month the first of an important new series on "The Men of Management" [page 24], a perspective, practical series for executives that goes to the heart of the art and the science of authority. Only when the man at the helm has developed all his human resources of strength, courage, sensitivity, understanding, wisdom and practical knowledge to the fullest can he genuinely fill his lonely post of Captain. We recommend this series to you.

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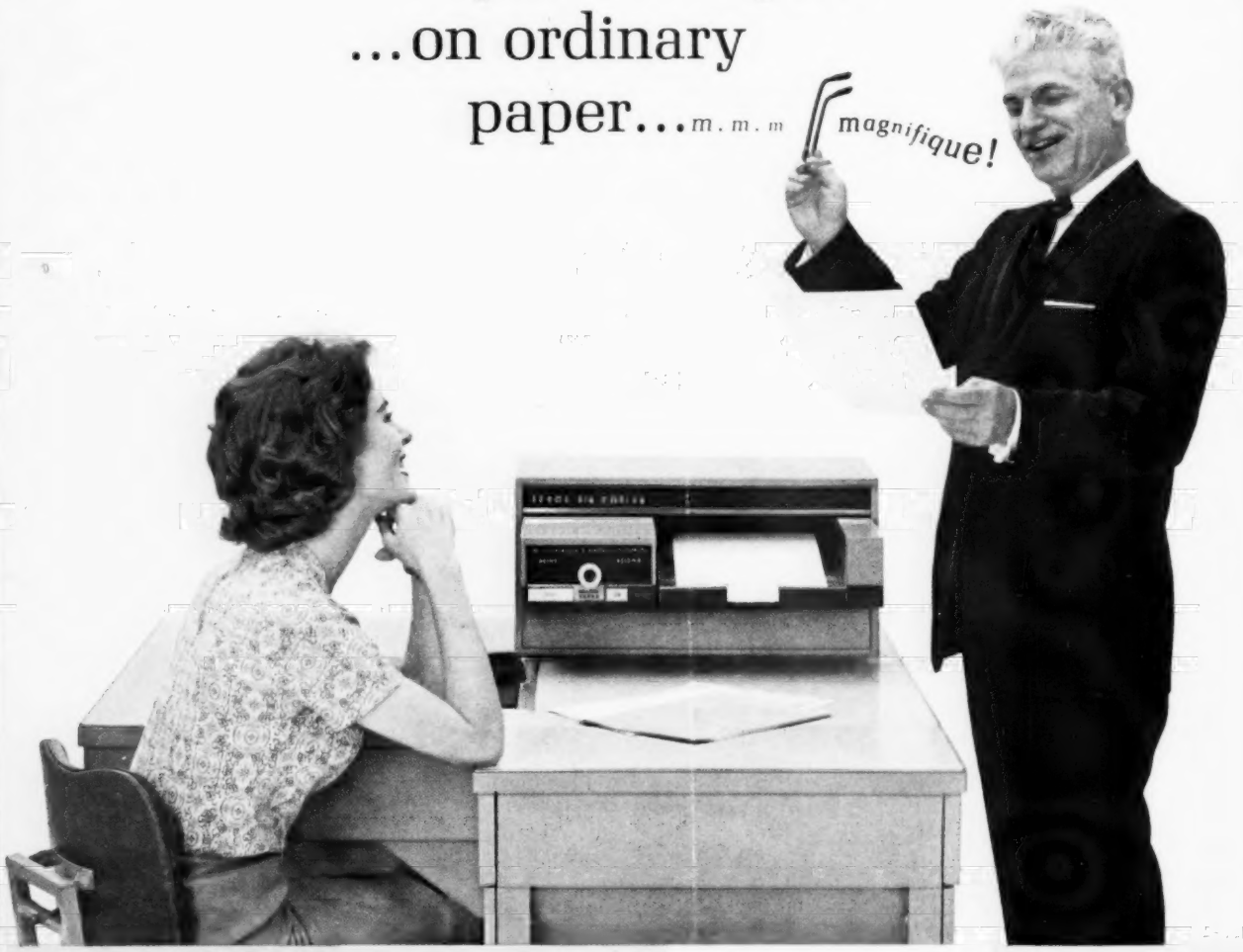

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